

Sales MANAGEMENT

HOW TO INCREASE SALES THROUGH BETTER MEDIA SELECTION

The first of a series of articles on measurement and evaluation of sales areas — picking the advertising media to meet the requirements of each sales area — and allocating advertising expenditures so as to provide for even and effective coverage — starts on page 96.


The author, Arthur Hurd, is Director of Media Research for the J. Walter Thompson Co. Features in the first installment are three Pictographs and a 4-color county outline map of the U.S.A.

OTHER FEATURES IN THIS ISSUE: Debut of General Mills' Tru-Heat iron (see page 37) . . . Camera view of West Coast sales conference (page 40) . . . How Hat Research Foundation operates (page 44) . . . Why buyers wait for name brand radios when many brands are plentiful (page 48).



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NOVEMBER 20, 1946



IS VOLUME
CIRCULATION
ALWAYS THE
IMPORTANT
FACTOR?
ASK THE GRIT REP

"Our
S.T.* Druggist
Has The Brand
I Want"

Yes—our druggist does a nice business. An average of 87 out of 100 Grit families buy Cold Remedies, Deodorants, Hand Lotions, Headache Remedies, Laxatives, Razor Blades, Tooth Pastes and Powders, Hair Tonics, Cough Syrups, etc. And Grit families specify by brand, as shown in the 1946 Grit Reader Survey. Check this survey and see how Grit sells for its advertisers, and proves the sale. Grit is the only national publication tailored to fit the true Small Town Market—Grit has more volume of circulation in towns of less than 1,000 population than most any other national publication regardless of its total circulation.

*Small Town



GRIT PUBLISHING CO., WILLIAMSPORT 3, PA.

NOW MORE THAN EVER
SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY
WITH MORE THAN 350,000 CIRCULATION

*HE RIDES HERD ON "DONKEYS" AND "ELEPHANTS"



*HUB M. GEORGE
Political Writer

ABOUT the time Teddy Roosevelt was sounding the "Bull Moose" call, Hub M. George was getting his nose for news shaped, up in the Calumet, Michigan copper country.

Hub and "Pete" Hungerford, now public relations director of the Michigan Bell Telephone Company, were the only reporters to flash to the outside world the story of the famous Calumet Christmas fire panic in which eighty-seven children lost their lives.

A quarter century ago, when Harding's "normalcy" was the vogue, Hub began his real career at The Detroit Free Press. By virtue of his innate ability and capacity for hard work, he has become one of the veteran political reporters of America, although his

flair has been for the interpretation of local shibboleths and men to the people of Michigan.

Riding herd on both "donkeys" and "elephants," Hub has watched ten governors come and go in Michigan. He has seen Wayne County flip-flop from a Republican camp into a Democratic stronghold and back again. Hub has that unique and valuable characteristic of being liked and being trusted, and in his own quiet, sincere way, he "worms" the real stories out of those who appoint themselves to become the "essence of government".

His talent is a rare asset to The Detroit Free Press . . . his experience and ability of immense value to the readers of this newspaper.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

**ON GUARD
FOR OVER
A CENTURY**



NOVEMBER 20, 1946

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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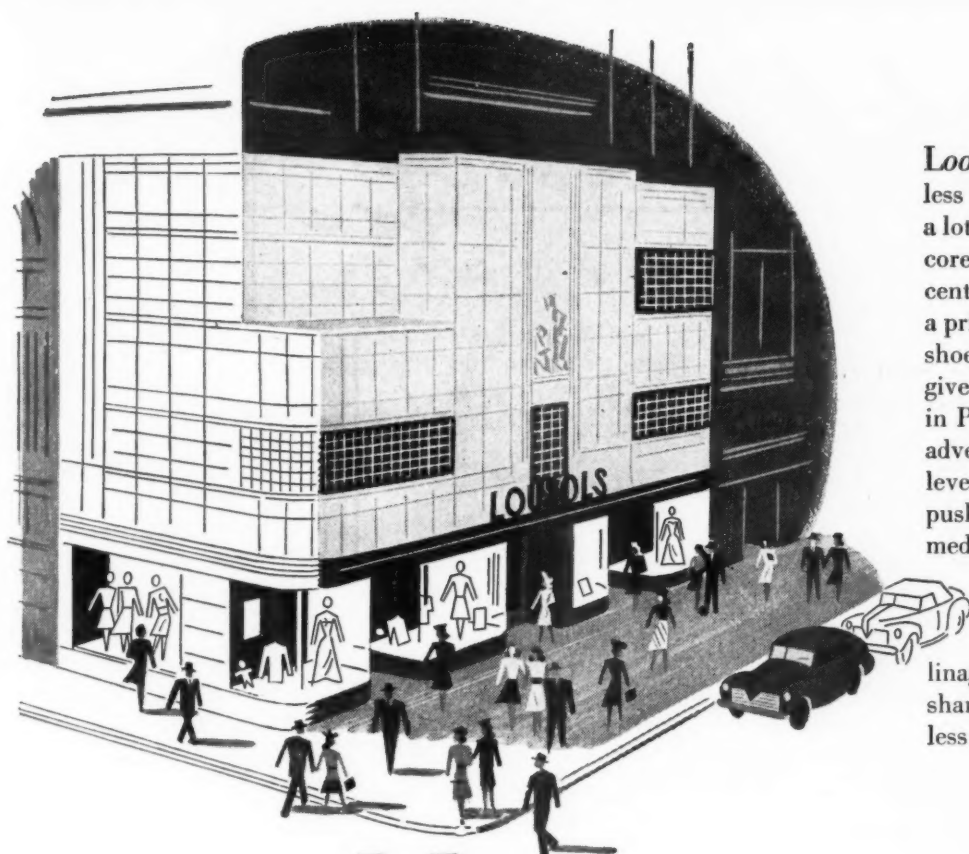
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Looking like a million on a lot less is a problem Lousols solves for a lot of Philadelphia women. In the core of the Chestnut Street shopping center, Lousols stresses smartness at a price . . . carries cosmetics and shoes in addition to dresses . . . can give "that look," head to toe. Sixth in Philadelphia among women's wear advertisers, the promotion policy levels all lineage at results . . . puts push ahead of prestige, demands a medium that can move merchandise fast. On comparison charts, Lousols' sales curve climbs with every increase in Inquirer lineage . . . so The Inquirer gets a lion's share . . . leaving little for apparently less productive papers.

ensemble . . . Baguette from Bailey, Banks & Biddle . . .

little frock from Lousols . . . waveset from Sun Beam Beauty Shop? Nothing unusual —just an anyday advertising ensemble in the unusual Inquirer in Philadelphia.

Most newspapers sell best at one price level . . . get classified as mass, medium, quality. *The Inquirer has never had to conform to this convention . . . gets results at prices ranging from rich to rock bottom, spells success stories in every type of store! Cf. Media Records, or almost any successful retailer advertiser in Philadelphia.*

How come? *Well, smart retailers here discovered a good while back that almost anybody with any brains in and around Philadelphia was reading The Inquirer! Bright people make the best buyers! . . . And there are enough of them in The Inquirer's circulation . . . 575,000 plus daily, more than 1,000,000 Sunday . . . to make bright prospects and prospects brighter for smart national advertisers, too!*

The Philadelphia Inquirer

NATIONAL ADVERTISING REPRESENTATIVES:

Osborn, Scolaro, Meeker & Co., New York, Detroit, Chicago, Philadelphia
Keene Fitzpatrick, San Francisco

The Human Side

WHAT!—NO BUTTER?

Many a restaurant and dining room operator was asked, in rising inflections, that question during the war. "Wartime shortages," he answered—and got away with it. After the war, when his answer had become not only a little shopworn, but untrue, he found a substitute which worked just as well—"Prices are too high."

It was even easier to get away with *that* retort. In the first place the universal "no-butter" complaint wasn't being voiced as often as it used to be. The fact was, and is, that diners-out had gotten used to eating their bread dry during the war-short years. And thereby hangs a problem, and something like a solution, by two astute gentlemen whose income hinges, to some extent, on butter with your bread.

Down at Oakdale Jersey Farm, in Joshua, Texas, (the Jersey heaven of the Lone Star State) Lawrence Shipman and Bert Fisch saw which way the pendulum was swinging, decided that people were eventually coming to the point where they wouldn't notice the absence of butter with their meals, and that hotels and restaurants—large purchasers of dairy products—would find it exceedingly profitable to dispense with serving butter.

While Messrs. Shipman and Fisch don't sell butter, they *do* sell its first source—Jerseys. Their problem—how to convince people that butter isn't really expensive to serve without offending the other people who are the large purchasers? The gentlemen reasoned that they should begin their argument at the feed-box. To start their butter-ball rolling they had special business cards printed for their own, and their friends' use. These cards gave the Oakdale name and address, and at the bottom of the front side, this message—"We do *not* sell butter—We sell *Jerseys*, the world's lowest cost producers of butterfat."

On the reverse side is another message. It says: "What! . . . No Butter? . . . Serving good rich *Jersey Cream butter* with meals is a good-will builder — an inexpensive means of advertising. You get from 64 to 72 patties per pound. At 80 cents per pound it costs you only about 1¼ cents per serving. . . . This card presented by one of your patrons and a friend of Oakdale Jersey Farm."

Do you begin to see where the boys were going? They handed out stacks of the cards, not only to their friends but to the salesmen of the Justin Boot and Shoe Co., Fort Worth—of which Mr. Fisch is sales and advertising manager. These salesmen get all over the country, have been leaving a barrage of the cards in their wake.

When Mr. F. has visitors from other parts of the country at his offices, he asks them, casually, if they like butter with their meals. The inevitable answer is, "Yes—but where can you get it with meals these days?" Mr. Fisch makes his fellow-disciples on the spot, presses a

stack of the cards into his visitor's hands, then urges him to go out and do good with them.

His cards, he tells us, have been dispensed in all of the 48 States. It's an idea worth trying, he adds, and it shouldn't hurt anybody's feelings. Certainly it's worth a try.

NO "SLIGHT-WAIT . . ."

"Who was that lady I saw you in the movies with last night?" can be answered, with all too much truth, "That was no lady, that was a large column and I *didn't* see the movies." Or, for a variation on the theme, your interrogator might ask, "Who was that lady I saw you standing in line at the movies with last night?" He'd be right that time.

But New Yorkers, who have the solid gold necessary, can say good bye to their behind-column, slight-wait-for-seats, line-standing, thanks to a gentleman named Walter Reade. This man Reade decided that people would rise up and call him blessed if he built a theatre wherein none of the forementioned banes of existence were encountered. He realized that to provide the luxury he'd like to give, and people would like to get accustomed to, he'd



STEP RIGHT UP—There's no long line of foot-weary people. This is one theater where the marquee looks the way the architect intended it to—not embroidered with humanity.

have to build a completely new type theatre. Undeterred, he bought the old, tremendous Anderson Art Galleries; long shuttered, and began to make improvements which would make Boulder Dam look like an egg cup. His result—The Park Avenue Theatre in the heart of the Coupon-Clipping Belt—opens soon.

This is the way the place is: There's no standing in line for seats because Mr. Reade sells *his* seats by the year. By laying on the line something over \$150 you are entitled to see his pictures as they come along. His seats are all foam-rubber love seats. Before each performance

SALES MANAGEMENT

I'D LIKE INSURANCE FOR
THE CHILDREN—TO GUARANTEE
THEIR EDUCATION.



WHAT I WANT IS
PROTECTION—FOR YOU
AND THE CHILDREN.



It's a Split Decision!

When couples form mergers for better or worse,
They're not always merged on just how they disburse.

She wants to know that her young go through college,
While family protection's worth more, to his knowledge.

Insurance men know that for double indemnity
It pays to sell both without favor or enmity.

Their companies find that they safeguard their sales
By selling their service to females *and* males.

The American Magazine *double-exposes*
Their ads to *both* sexes—it's under *both* noses.

The double exposure you get in this book
Is a sure-fire way to keep sales on the

The
American
Magazine

**DOUBLE-EXPOSES
YOUR ADS
TO BOTH SEXES**

FREE—Latest available facts on insurance cover-
age, needs and buying plans of American Magazine
families, as revealed by nation-wide survey. Write
for your free copy of "Foundation for Tomorrow."

THE CROWELL-COLLIER PUBLISHING CO., 250 PARK AVE., NEW YORK 17, N. Y.
PUBLISHERS OF THE AMERICAN MAGAZINE, COLLIER'S, WOMAN'S HOME COMPANION

NOVEMBER 20, 1946

The Newark Evening News

Newark, New Jersey

Announces

The NEWARK SUNDAY NEWS

Beginning November 24, 1946

+ +

This new Sunday newspaper, designed to serve the people of Northern New Jersey, will maintain the traditional high standards of The Newark Evening News, "America's Leading Six-Day Newspaper."

+

O'Mara & Ormsbee, Inc. *National Advertising Representatives*

New York 16
270 Madison Avenue

Chicago 1
230 North Michigan Avenue

Detroit 2
640 New Center Building

San Francisco 4
Russ Building

Los Angeles 14
403 West 8th Street

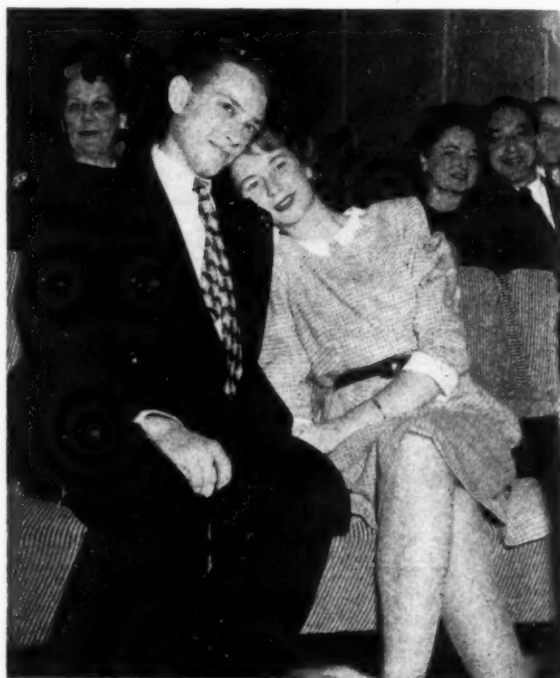
begins, ushers slip into card holders, attached to these merciful havens of comfort, your name.

If, when you get there, you find Mrs. Vanderbilt occupying your seat (and she's subscribed) you merely punch her Grace in the ribs with a knowing finger and say, "Have you a reservation, Madame?" (If such a thing happens, Mr. R. assures us, she'll have to move.)

Since his cinema palace has only 586 seats and the theatre has been designed to overcome usual theatre faults there isn't a bad view in the place. Carpets deep enough to mire you, cover the entire floor, muffling sound.

You won't have to stand up to let the lady elephant—who always slides over you in the middle of the denouement—pass. Resulting saving on the wear and tear on toes is expected to be terrific.

Lady technicians, especially trained by Charles of the Ritz, are on hand in the Powder Room to dispense fancy



YOU CAN SEE A MOVIE TOO—a love seat designed for couples who can't stand separation. They should be good for people afraid of Boris Karloff and Sidney Greenstreet.

face-groceries for milady. Earphones for the hard-of-hearing are standard equipment. Downstairs, if the movie is causing rigor mortis to set in, there are card rooms, backgammon tables, a television screen, a snack bar—and coffee and tea, on the house, are yours just for the asking.

Opening off the foyers are swank shops where the little woman may purchase a maribou dressing gown during the newsreel—or even after it.

And if you can't wait any longer to take a gander at what's going on in Park Avenue these days, overflow tickets will go on sale at the last minute in the box office. At the moment more than half the seats have been engaged—and they're going fast.

SALES MANAGEMENT



HAROLD N. ELTERICH has just been appointed the new advertising manager of the International Division of the Bristol-Myers Co.



B. C. OHLANDT, vice-president in charge of sales for Schenley Distillers Corp., has now been elected a director of the corporation.



RAY R. EPPERT, after 25 years with the company, is named as vice-president of marketing of the Burroughs Adding Machine Co.

NEWS REEL



DARRELL INGALLS, new general manager of the Bireley's Division, General Foods Corp., succeeds Frank W. Bireley who has resigned.



E. C. BONIA, general sales manager of the Radio & Appliance Division of The Sparks-Withington Co., is elected to the board of directors.



CARL H. SIGLER, after many years of drug sales experience, is the newly appointed sales manager, The Grove Laboratories, Inc.



RONALD M. McCREIGHT, sales manager of the six divisions of the Jantzen Knitting Mills, is now elected to the board of directors.



STANWOOD MORRILL has been appointed director of advertising and merchandising of the Lambert Pharmacal Co., St. Louis, Mo.

eeny... meeny



McGRAW-HILL PUBLISHING



**Read what these Dealers say
about CAPPER'S FARMER subscribers**

After inspecting the Capper's Farmer subscription list for their area, these dealers of Marysville, Marshall County, Kansas said:

"Fully 90% of the farm families who subscribe to Capper's Farmer in this region are outstanding—both as farmers and customers."

H. J. Artman—Druggist

"They're representative of the best type farm families we have here."

P. Elliott—Grocer

"Their success as farmers is shown in their extra purchasing power."

L. J. Howell—Building Materials Dealer

"Capper's Farmer is reaching the top-grade farmers of this trade area."

E. R. Craven—Farm Implement Dealer

"The readers of Capper's Farmer in this section are our best farm families."

M. Kraemer—Home Furnishings Dealer

"... the farm families I would consider ideal automobile prospects."

R. M. Meyers—Automobile Dealer

"The subscription list duplicates 80% of the farm families I consider my best customers."

C. M. Belnap—Electric Appliances

New barns or cooking short cuts—whatever the activity—if it involves Mid-America's dominant farm families Capper's Farmer will have a hand in it. To 1,275,000 prosperous farm families Capper's Farmer serves as counsel, business partner and teacher. Because these families rely so completely on Capper's Farmer, it exerts a strong influence on their buying habits. These farm folk are the ones with extra buying power . . . recent dealer surveys prove it.

Yes, your advertising gets results when it appears in Capper's Farmer—the magazine Mid-America's top farm families rely upon.

Capper's Farmer

The Farm Magazine That Dominant Farm Families Heed

Mr. Sales Manager—
HOW WOULD YOU LIKE...



**AN EXTRA HEAD
ON YOUR SHOULDERS??**

YOU MAY RENT this unusual 25-year executive experience and use it as a confidential part of your own organization:

General Manager
General Sales Manager
Public Relations Director
Sales Training Director
Advertising Director
Advertising Agency Owner

Nationally known public speaker; author of eight books; magazine writer; educator and lecturer.

COUNSEL in all phases of Distribution . . . Sales, Merchandising, Advertising, Sales Promotion, Sales Training, Public Relations . . . on Wholesale, Retail, Manufacturing, and Mail Order levels.

On what subjects would you like help? Use this Check List:

- * National Sales Operations
- * Departmental Organization
- * Sales and Market Research
- * Middle Management Training
- * Dealer-Distributor Service
- * Recruiting of Salesmen
- * Selection of Salesmen
- * Salesmen's Equipment
- * Sales Stimulation
- * Sales Letters & Bulletins
- * Reports and Forms
- * Sales Manuals
- * Sales Training Courses
- * Retraining and Refreshing
- * Presentations & Portfolios
- * Catalog Modernization
- * Sales Meetings and Clinics
- * Public Speaking Hints
- * How To Use Direct Mail
- * How To Use Advertising and Sales Promotion
- * Public Relations for Employees, Distributors, Dealers, and Consumers.

Write or telephone . . .

HARRY SIMMONS

Sales Consultant

Hotel Beacon, 2130 Broadway
New York 23, N. Y.

(Telephone: TRafalgar 7-2500)



BY T. HARRY THOMPSON

Optimistic note: OPA announces all price-controls have been removed from apricot kernels, animal glands, and hog bile.

Maybe Wall Street, like the United Nations, needs a "security" council.

In the days of sail, every barque had its bight.

No, Eustace; you can't properly say that Britain's President of the Privy Council is leader of the Out-house of Commons.

A writer is paid in the wages of syntax.

OLMSTEAD & FOLEY

Minneapolis 4, Minn.

Dear Harry:

This, I believe, should be the "Hucksters" story to end 'em all. Bear with me. While re-reading "The Arabian Nights" (unexpurgated, of course), I ran across this sentence in The Tale of Nur Al-Din and Son . . . the son, in this story, being accused of doubtful paternity by some low Egyptian school-mates and their teacher.

Quoth the teacher: "Seest thou not that even a huckster's son knoweth his own sire?"

Jim McTighe
Radio Director

Jack Lutz says a man awoke in the middle of the night and heard a rhythmic sound. He couldn't tell whether it was the clock or the bed ticking. It was the clock.

That's Too Bad Dep't: "Paper-Shortage Perils Tax-Forms."—Headline.

"Criticism is something you can avoid by saying nothing, doing nothing, and being nothing," says *The Reader's Digest*, crediting it to "An-

onymous." That is from the writings of Elbert Hubbard. Pleasantville papers please copy.

HEADLINE PARADE

Toastimonial.—*Toastmaster*.

Be fair to your hair.—*Vitabrush*.

This is a death-notice.—*Hy-po DDT-gun*.

Hunches are for horses.—*"The Indianapolis News."*

What I don't know would fill a column—and here it is!—*Hugh Sappington*, in *"The Armstrong Paint-Pot."*

"Bean Soup" smothers raging oil-fire in 10 minutes!—*The Glidden Company*.

The Brand with the Band.—*Yankee Maid Frankfurters*.

Grandpa said to hell with boats.—*Gump's (San Francisco)*.

Lahey's off to London!—*"Chicago Daily News."*

It's a skin-game!—*Pompeian Cream*.

Few things other than "Enclosed find check" improve a writer's morale so much as a new ribbon for the little old portable.

Leader of the Moslem League is Jinnah. The Hindus supply the dash of bitters.

"A man's real limitations are not the things he wants to do, but cannot; they are the things he ought to do, but does not."—*Today's Woman Magazine*.

There are unclaimed deposits of millions of dollars in the banks, left there no doubt by those who claim that "money isn't everything."

Gordon Gross sends a hunk of wisdom from the puissant pen of Abraham Lincoln:

"If I were to try to read, much less answer, all the attacks made on me, this shop might as well be closed for any other business. I do the very best I know how—the very best I can; and I mean to keep doing so until the end. If the end brings me out all right, what is said against me won't amount to anything. If the end brings me out wrong, ten angels swearing I was right would make no difference."

One year after V-J Day, men are still drilling in Venezuela. For oil.

The fellow who now pays a dollar for a haircut has a father who re-

SALES MANAGEMENT

it's Duck Soup

with
**BALANCED
AGRICULTURE**

in
**RURALIST
MISSOURI**

Maintaining an assured farm income is a simple task for Missouri . . . with 18 field crops each returning more than \$1,000,000 (up to \$100,000,000) to Missouri farmers. Since the average farmer participates in the profits of four or more of these crops, Missouri is a PERMANENT MARKET, where advertising is a cumulative investment . . . never a gamble.

MISSOURI RURALIST, the leading state farm paper in Missouri, is your logical approach to this balanced income area, for Missouri Ruralist is the publication most aggressively teaching balanced agriculture in Missouri.



THE MISSOURI RURALIST

CAPPER PUBLICATIONS, INC., offices are in New York, Chicago, San Francisco, Kansas City. Home Office: Topeka, Kansas



Can you hang a man TWICE for a crime?



JOHN SMITH was convicted of murder. He was sentenced to hang—and at the appointed time the noose was fastened and the trap was sprung. Smith dropped like a rock, to dangle at rope's end. At that moment, someone among the witnesses yelled, "Reprieve!"

Smith was hurriedly cut down. Swift medical effort brought him back to life. Then it was discovered that the "reprieve" was the hoax of a practical joker.

PROBLEM: *Should Smith be hanged again after going through that awful ordeal? Legal experts say*—*

CASE NO. 2

At Iberia, La., the night of May 3, 1946, Willie Francis sat in the Chair. The warden's arm jerked; on went the current. A terrible searing jolt is usually felt, they say. But for Willie it was only a "tickle". The Chair had gone dead.

Said Willie, "God fooled with the electric chair." Said Willie's lawyer: "To put Willie into the repaired Chair would amount to punishing him twice for the same crime."

The U. S. Supreme Court reviews the case this fall. But what do you think?

*No hints; you guess.
See next Dell ad for answer.

PAUSE AND CONSIDER: 1) To analyze these problems takes sharp, careful thinking . . . and a million men demand them every month. 2) The same type of thinking enables our readers to choose between quality advertised brands and unknowns. 3) Dell's market consists of men at family age—mature, responsible men. 4) A big name advertiser has captured this market for *overalls, coveralls, work shirts, work pants and dungarees*. 5) He's been a consistent advertiser in Dell Men's Group for years.



DELL Men's Group

If you read it in Dell, it's a fact

DELL PUBLISHING CO., INC.
149 Madison Ave., New York 16

CLUES TO THE DELL MEN'S MARKET: Median age of reader 35.8 . . . median income, \$2,950 . . . 3.4 persons per family . . . 77.8% married . . . 37.3% own their own homes . . . 1,126,697 circulation, ABC, 3-46.

members when the whole job cost 20 cents, including a generous dousing of bay rum.

Why is it, the things we long for are in short supply?

Letting three top Nazis go scot-free: Trial and error.

INFLATIONOTE

In a seller's market,
Prices go high;
But a seller can't sell
If a buyer won't buy.
—Orville E. Reed

For years, I took quite a ribbing for being so burglar-conscious. Wire gratings over rear doors and windows. House lighted up like a birthday-cake when we were out. Then it happened. They broke in the front way, with a police call-box just 40 feet away!

In a neighboring column, Harry Simmons says two heads are better than one. In the case of sales-strategy, I agree; especially if one of the heads is Harry's.

Writes Frank Brown, v.p. of Bastian Bros.: "Dear Harry: Who said watch-fobs were out of style? Our Milwaukee manager just sold 35,000 to Allis-Chalmers. The boys who wear jumpers don't assume femininity with a wrist-chronometer!" Yeah, Frank, but "F.O.B. Detroit" is slowing up.

Buying shoes these days becomes a game of hide and seek.

W. B. McGill, ad mgr. of Westinghouse Radio Stations, naturally liked this excerpt from a BMB report: "The only thing that has kept him (the air advertiser) buying radio time is the very simple fact that, over the years, it has produced high sales at low costs."

Jim Gallagher says: "Speed the clear and happy days, the days after the Fall elections . . . the peaceful times 'When the Frost Is on the Buncombe'." Further: "Every time we hear the preachers prattling about 'modifying' our laws, another term springs to mind. Aren't they all just 'mud-difying' our sound, old system?"

Germany will get farther next time if she puts the cartel before the Horst Wessel.

SALES MANAGEMENT



CAPITAL of CLASS and CULTURE

Mecca for PILGRIMS in Ten Quart Hats

For these, if one is a Texan, one comes to Dallas:

The Metropolitan Grand Opera (for many years).

A nationally famous symphony orchestra.

Style shops and stores unsurpassed even in New York.

Book stores that make this city the literary capital of the Southwest.

And everything else that helps to make a center of class and culture.

And for these, if folks are Texans, they come to Dallas:

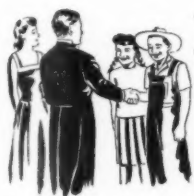
The greatest State Fair in America with annual attendance of more than a million.

To help spend three hundred million dollars annually in retail stores.

To help build a billion-dollar annual total of wholesale business.

To help make Dallas one of the country's four largest convention centers.

And everything else that helps to make a city a fully-rounded metropolis.



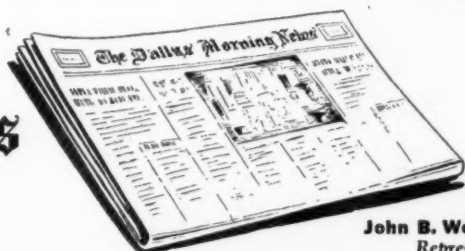
DALLAS URBAN POPULATION IS NOW APPROACHING 500,000

To the people of the Dallas territory, The News is the unfailing year-round contact with their city . . . the one great factor that makes this area a single market.



The Dallas Morning News

THE TEXAS ALMANAC
RADIO STATIONS WFAA AND KGKO



John B. Woodward, Inc.
Representatives

NOVEMBER 20, 1946

Resultful Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.
has won

12 15 21

NATIONAL AWARDS
in the Last 4 Years

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

D. H. AHREND CO.

325 to 333 East 44 ST., New York 17, N. Y.
Murray Hill 4-3411



New!

**JUMBO-SIZE
LOOSE-LEAF METALS
BY SWING-O-RING**

You can carry a full inch of paper (more than 200 sheets) in the new jumbo-size, Swing-O-Ring loose-leaf binder. Let us show you how the modern design of the multiple ring, Swing-O-Ring loose-leaf binder gives you this extra capacity without the bulkiness of ordinary ring binders.

Swing-O-Ring
Division of The Fred Goat Co., Inc.
320 DEAN STREET
BROOKLYN 17, N. Y.

**SEND US YOUR
LOOSE-LEAF
PROBLEMS**

Swing-O-Ring

WASHINGTON BULLETIN BOARD

Business Census in 1947

Is there any chance of the business census being voted into effect this year?

Present indications are that the measure will be reintroduced for a Census of Business and Manufactures in 1947.

As Census Chief J. C. Capt points out: "Although it lacks the feature of timeliness in relation to the end of the war, the year 1947 will probably present a more stable pattern of economic arrangements, since it can be confidently expected that much of the post-war readjustment will have taken place prior to that time."

This is one measure in which the opinion of business men will have real weight. Letters to the Census Bureau and to Congressmen will undoubtedly convince Washington that business is solidly behind the proposal for the census in 1947.

Last year the anti-Wallace coalition killed off the proposed census in the House Committee. Republican congressmen refused to vote for a census wanted by an overwhelming majority of Republican businessmen.

Danger Ahead

Is there danger of excessive inventories such as those which occurred after World War I?

The Department of Commerce says that the present high business inventories "do not appear to be excessive," but warns that there is potential danger. It suggests that a moderate rise in inventories during the next six months will not be out of balance, but that the present rate of buying for inventories cannot go on indefinitely.

Government economists will not attempt (officially) to predict what will happen to consumer buying of light goods when supplies of furniture, refrigerators, automobiles and other durables become readily available. Some predict privately that sales of nondurables may nose dive as much as \$12,000,000,000 annually—to give the extreme side of the picture.

An interesting sidelight on sales trends is the fact that with the re-

cent increases in cost of living, the booming market for personal airplanes hit a terrific recession. Government economists are finding it difficult to assess such diverse factors as this and the general buyer resistance to high meat prices. Fact is that excess inventories of airplanes already are on hand in a number of places. In less expensive lines some of the "tremendous demand" also is evaporating, and in general, caution on inventories is indicated.

Heavier-than-Air Mail

What is the initial effect of the 5 cent air mail rate?

More than 700 planes are now carrying air mail, as compared with only 166 five years ago.

In Washington, the Government Printing Office is turning out 15,000,000 5c air mail stamps every 24 hours. And in Ohio, the firm which makes the official 5c stamped envelopes has gone on a 16-hour day, and is printing 7,000,000 of these envelopes a week.

It is claimed that air mail is now up about 35%. Advocates of the lower rate believe it will eventually go up several hundred per cent and within 10 years require 7,000 planes.

When that occurs or before, it is expected that all first class mail, traveling 100 miles or more, will be shipped by air.

Next on the program of the Post Office is air parcel post. Watch for a measure to be introduced in Congress this year.

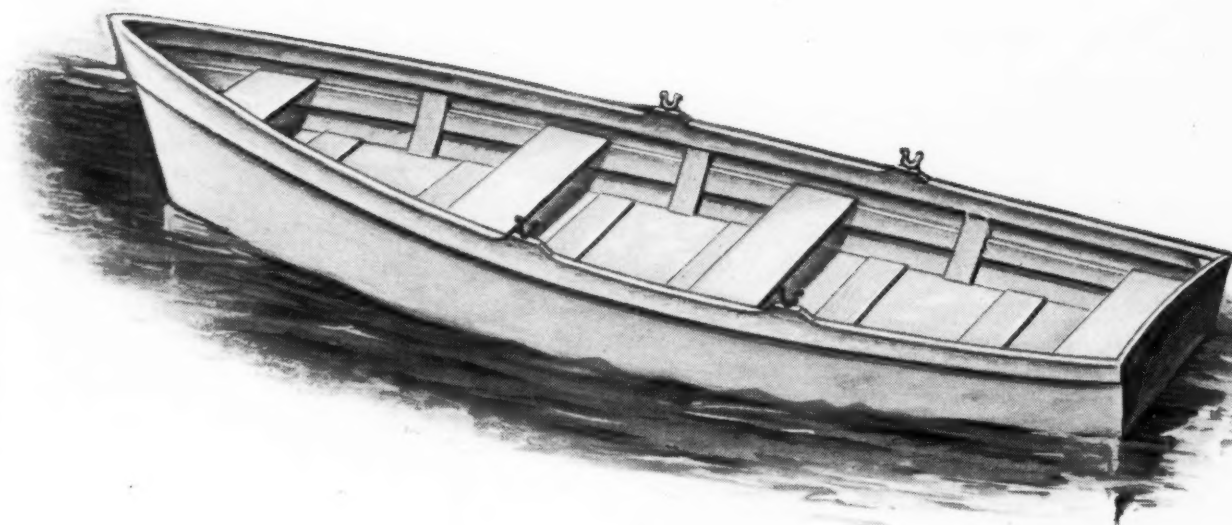
Meanwhile the air cargo business is increasing by leaps and bounds. Both scheduled and non-scheduled airlines are announcing increases every month, in fact many of their figures seem too fantastic to quote.

Retail Sales Reports

What statistics are available to reflect sales conditions in the country as a result of post-war shifts and adjustments?

Bureau of the Census is making steady expansion in the number of cities covered by its "Retail Trade Reports." In October these reports, showing data on individual kinds of

SALES MANAGEMENT



Gentlemen, be seated

You, John Lewis, and you, Henry Ford, II, and you, Harry Bridges. You, Louis Mayer, you, Secretary Schwollenbach, and you, mate. Sit down, all of you.

This trip, we are all in the same boat.

When so explosive a problem as labor hits every man-jack in the nation, it is time to tighten our oarlocks and pull. That is what FORTUNE does, in the most difficult editorial creation in its history—the November all-labor issue.

Here is a country bursting at the seams, with 60,000,000 people employed—the highest peak in production history.

But multi-thousands will go home to supper tonight to say, "The strike is not settled." And in scores of board rooms, wrangling and cursing men on both sides of the table will agree only to disagree.

To bring cool light (not a solution) to our first unfinished business, FORTUNE's peace-searching November issue offers an unpre-

cedented review of U. S. labor. Here also are possible labor law reforms, profiles of 10 rising labor leaders, an X-ray of the I.L.G.W.U., and laborless machines to make factories automatic.

No other magazine in publishing history has given so comprehensive a survey of the labor problem.

For FORTUNE, alone among magazines, reports the tensions and causes, the triumphs, as men and money drive toward a truly industrialized civilization.

FORTUNE

Contents of FORTUNE for November

... an over-all survey of the state of U. S. labor
... laborless machines that can make factories fully automatic
... 30 years of labor peace at Standard Oil of New Jersey
... the International Ladies' Garment Workers' Union

... labor-law reforms that could stop day-to-day abuses
... the Steelworkers' Union, largest in the U. S.
... Unionism in Hollywood
... Elton Mayo, leading labor philosopher
... the C. I. O. and A. F. of L. organizing drives
... profiles of 10 rising labor leaders

NOVEMBER 20, 1946

"Phenomenal Success"

Is Winston-Salem's Drive For War Memorial Coliseum!

From children's pennies to business men's dollars, all races and creeds responded phenomenally to Winston-Salem's drive for a \$750,000 War Memorial Coliseum . . . with the campaign being over-subscribed by 15%—and with further contributions coming in daily to swell a total that may yet reach one million dollars. This is the foremost and first memorial campaign completed in the United States . . . and is comparable in size to that which might be undertaken by a community of almost half a million people. This is just another indication that Winston-Salem people possess the "drive" to do worthwhile things . . . and quickly! And it all adds up to Winston-Salem's being a market where advertising "drive" will pay off, too!

JOURNAL and SENTINEL

Winston-Salem, North Carolina

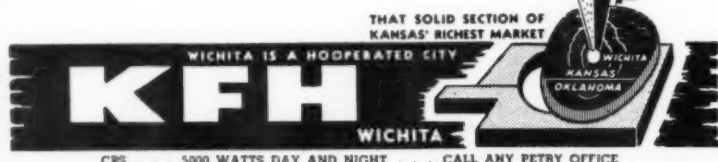
National Representatives: KELLY-SMITH COMPANY

NBC—Radio Station WSJS—NBC

WICHITA'S SAFE!

With fanfare, horn tootin' and all the trimmings, the National Safety Council Traffic Award was presented to Wichita. That means Wichita is the safest metropolis in which you can drive, walk or ride.

Wichita has always been known as a "safe" place to invest your advertising dollar, especially when you use KFH, that Selling Station for the Southwest.



CBS . . . 5000 WATTS DAY AND NIGHT . . . CALL ANY PETRY OFFICE

retail trade, covered a total of 36 large cities for the first time. Census Director J. C. Capt says many other important cities will be added to the list rapidly. Less detailed reports showing total retail trade changes for the preceding month for nearly 300 other cities also were published last month. Sales executives can be put on the mailing list for all these reports upon application to Bureau of the Census, Washington, D. C.

(NOTE: Detailed reports for October showed individual kinds of retail trade in: Atlanta, Baltimore, Birmingham, Boston, Buffalo, Chicago, Cleveland, Denver, Detroit, Fort Wayne, Hartford, Indianapolis, Jersey City, Kansas City, Long Beach, Los Angeles, Louisville, Milwaukee, Minneapolis, Newark, New York, Norfolk, Oakland, Philadelphia, Pittsburgh, Portland, Providence, Rochester (N.Y.), Sacramento, Salt Lake City, San Diego, San Francisco, Seattle, St. Louis, St. Paul, and Washington, D. C.)

Credit Controls

What is the post-election picture on Regulation "W" and other credit controls?

First on the "decontrol" list are charge accounts and you can expect all restrictions on charge account credit to be ended almost any day now. Control over installment sales will be liberalized soon so that consumer durables priced under \$50, or perhaps as high as \$100, can be sold under any terms acceptable to the seller. It is likely that installment credit controls will be continued for some months on the larger and scarcer consumer durables.

Federal Reserve Board Chairman Marriner S. Eccles has called for Congressional enactment of some permanent credit controls over durables, "for undoubtedly the expansion and contraction of this type of credit have greatly accentuated economic upswings and downturns." However, little support for his argument is expected in Congress. For one thing, Rep. Jesse Wolcott (R., Mich.) who spearheaded last summer's Congressional criticism of credit controls, will be chairman of the House Banking and Currency Committee under the Republican reorganization—and his committee will control all such legislation.

(NOTE: At the end of September installment credit totaled \$752 million for purchase of goods other than automobiles. This was 46% above a year earlier, and 2.7% above the August figure.)

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by an editor of *SALES MANAGEMENT* for the period ending November 20, 1946

YOUR MOST LOGICAL MARKETS

The twin subjects of the setting and evaluating of sales areas and the allocation of advertising expenditures to meet specific problems and potentials—providing against over-development here and under-development there—will be explored thoroughly in a series of articles appearing in this and in the December 1 and 15 issues of *SM*.

The author is Arthur Hurd, Director of Media Research, J. Walter Thompson Co. This agency invests in the neighborhood of \$80 million annually for its clients, and market and media selection cannot be a haphazard occupation. The agency puts every market, every medium, under a penetrating microscope. Mr. Hurd tells how in this series.

The first article, starting on page 96 shows how markets are delineated and evaluated. The J.W.T. development of the market patterns of the Nation's 3,074 counties is shown graphically in a four-color map bound in this issue. You will probably want to slip it under the glass top of your desk.

Succeeding articles will take up media selection and the allocation of advertising expenditures to meet the needs of varying types of products and services. Each article will be illustrated profusely with pictographs and tables.

Reprints—complete with all illustrations and the four-color map—will be available late in December. I think that many of your associates—including your branch manager—will want copies. May I suggest that you order them *now*? They will be priced at a quarter each.

RESHUFFLING THE CARDS

The Nation, on Election Day, voted for a new deal (Note to printer: Keep those two words in lower case) and Republicans are now on their own. No longer, as Raymond Moley points out in *Newsweek*, will the Republicans "be able to get by on criticism of Truman's mistakes or what Soviet Russia does." Those businessmen who have been stalling, waiting to see what the election turned up, will now have to act—or dig down into the bag to find another excuse. If they are consistent they will act now, because heretofore the ready excuse for inaction has been that the political climate has not been salubrious for business.

But we think those who look for elimination of all the Roosevelt reforms will get a rude awakening. A study of the history of this country proves that we go forward, —and never back. Don't expect repeal of the Wagner Act, farm price guarantees, the Wage and Hour Law, or the elimination of many bureaus and commissions. Look for a sincere attempt to get better administration of many of those acts and bureaus, look for at least a temporary halt in the passing of further social legislation or business regulation until present laws are digested.

Business psychology, which has suffered severe blows in
NOVEMBER 20, 1946

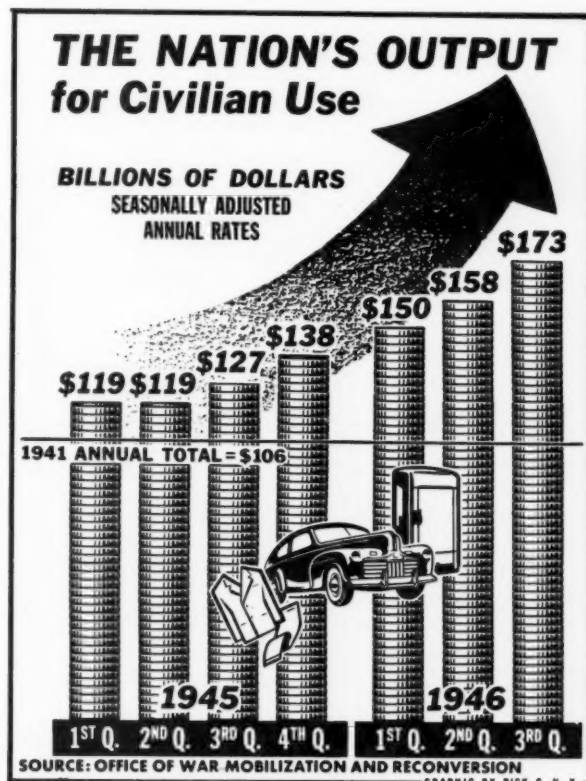
the last month, will stage a temporary recovery despite the fact that the initial reaction in the securities market was not very reassuring. Dislocations in prices and in the quantity of goods will not be corrected just by the election of a Republican Congress or by an improvement in psychology.

The Republican plans for tax relief will have sweeping effects, both on corporations and individuals. If there should be a 20% reduction in individual taxes, and if those reductions apply all the way along the line, it would be equivalent to a pay increase of that amount in the envelopes of the workers of the country, and this would do a great deal to cut down strikes and labor unrest.

THE PRICE OF GOOD MANAGEMENT

An editorial writer in the *Chicago Tribune* points out that the publication of Treasury Department releases on the names and salaries of the biggest earners in the country causes millions of people to wonder how any president or vice-president could be worth so much to any business, although the same doubts are not raised about the payment of equivalent amounts to a prize fighter for one evening's work, to a movie actor for a few pictures, or to a radio comedian for 40 half-hour programs.

Who pays these \$100,000 a year salaries? The *Tribune*



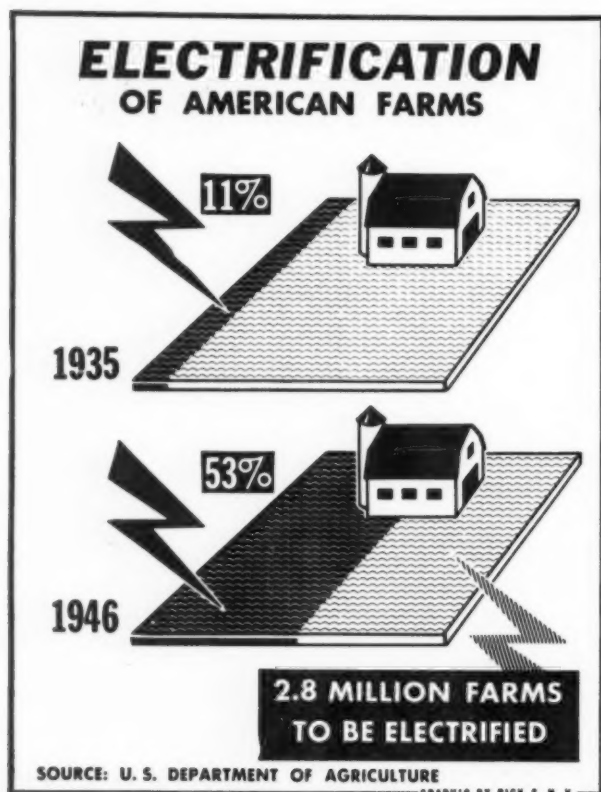
Pipelines are filling up, consumer resistance to high prices is growing, selling will come back. Two groups will be most on the spot to show positive accomplishments during the next two years. They are sales executives and the Republicans.

editorial gives this answer: "A company operating a chain of drug stores pays an executive \$100,000 a year. The stores sell their merchandise at least as cheaply as any of their competitors. Hence the consumers do not pay the \$100,000. The pharmacists and other employees are paid as much as they could get elsewhere; hence the pay of the big boss doesn't come out of the pocket of the workers. Chain drug store rents and borrowed money are all at the going market rates. Hence the landlords and the bondholders don't pay the \$100,000. The executive earns his money by his managerial effectiveness. It comes from the extra total earnings which his ingenuity makes possible . . . The salaries paid to the managers of businesses are for labor; a high order of labor and a variety that is extremely scarce. The sheer ability of one individual at the top has frequently been the determining factor in an enterprise employing thousands of workers."

DOES ADVERTISING SUBSIDIZE?

Would a newspaper, or a magazine, or a radio station be more honest and give better service to its subscribers and listeners if it refused to take advertising? Would state ownership be better than private ownership? Those are questions which are being raised all over the world. The House of Commons, for example, has voted to make a sweeping investigation of the British press.

Here in New York the newspaper *PM* was started with the idea that a policy of no advertising was a new and promising formula for freedom of the press. When the newspaper failed to click immediately Mr. Marshall Field took it over from the original investors and he has met its losses ever since. The facts seem to be that each year the losses have been reduced and that in 1945 the paper was in the black. But today with increasing costs the paper is in the red and still higher costs seem inevitable.



This rapid growth of electrified farms spells greater opportunities for radio advertisers and makers of electric appliances.

Mr. Field has long said that it would be no compromise with *PM's* principles to sell advertising space and has now decided that this should be done. His editor, Ralph (no advertising in *PM*) Ingersoll, promptly resigned; in accepting the resignation Marshall Field said:

"Indeed in the light of *PM's* established character, I cannot help feeling that there is more potential danger to *PM's* independence in the fact that its existence so largely depends on whether one man desires to support it than could possibly arise from accepting support from the advertisers of the community.

"It is in part for this reason that we have always agreed that *PM's* existence cannot permanently depend on whether one man happens to wish to continue to support it. *PM* is too important for that; its permanence can only be assured if it is self-supporting. I cannot justify to myself—or, indeed, to the public—the continuous meeting of the deficits of an institution which, if it is to fulfill its function, should pay its own way and thus provide for its own continued growth and development.

"I and the editors and executives of the paper, other than yourself, believe that by taking advertising, we can achieve this result. We have therefore decided that *PM* shall now take advertising."

That, to me, is a very convincing answer to the critics of advertising and to those who believe that collectivization is the answer.

SIGNIFICANT SHORTS

Need a Washington Representative?: A man I've known for many years has severed his connection with a famous Washington confidential letter, but isn't ready to retire and wishes to remain in Washington because he owns a farm in nearby Virginia. He is available on a part-time basis or for special assignments, and I can recommend him wholeheartedly for his sales and analytical abilities and for his savvy in knowing his way around Congressional and administrative circles. He isn't the "fixer" type, but a very solid citizen. If you're interested I'll give you his name and address.

Bits and Pieces: This may help you to determine how much your corporation should give to charity. A survey by the National Industrial Conference Board among industrial corporations shows that on the average they give 3% of net profits after taxes to charities, and this works out to about 2/10 of 1% of net sales. About a third of the charitable contributions go to community chests in towns where they have plants or offices . . . At the recent meeting of the American Marketing Association in Detroit members were generally agreed that the Serrel plan of allocation of scarce products is fair. Serrel allots 90% on the basis of pre-war deliveries and sets aside 10% for a pool from which the sales manager may draw for the development of new or heretofore weak territories . . . The number of people living on farms increased by 1,510,000 in the 12 months preceding April, 1946, according to new estimates by the Bureau of the Census. Most of the increase came from returning veterans . . . Half of all Chevrolet sales this year have been made to buyers who had no old car to trade in . . . Deliveries of new freight cars are now reaching 5,000 a month, but this is about 2,000 less than the number of cars going out of service . . . Dollar sales of independent retailers in September were 38% higher than the same month a year ago, with the biggest increases coming in the durable goods stores.

PHILIP SALISBURY
SALES MANAGEMENT



Why have the makers of Wheaties made an iron? Why does the company elect to sell through conventional distributor-retailer channels? And introduce its iron territory-by-territory. Here is a full case study.

The Marketing Strategy for General Mills' First Home Appliance—Tru-Heat Iron

As told to Larry Fitzmaurice BY WILLIAM MacDONOUGH
Assistant Sales Manager, Appliance Division, General Mills, Inc.

In July 1946, the General Mills* Tru-Heat Iron, first of a new line of home appliances, began coming off the production line in volume. Retail sales in the first sales territory to be opened started in September. I will relate certain of the steps, some of the sales organization problems and the merchandising machinery which we perfected to launch the iron and other products which will follow, onto the market.

First, it must be remembered that General Mills always had been basically a food products and milling concern insofar as consumer goods have been concerned, although for 15 years the company has manufactured a part of the packaging and processing machinery needed in its own plants.

After thorough study of appliance merchandising and marketing problems, during which various methods of appliance distribution were carefully analyzed it was decided to market our appliances by distributing through conventional and presently established channels of appliance and housewares distributors and retailers.

We determined to establish a distribution program that would follow the established General Mills sales pattern: First, create the desire to buy, then make it easy to satisfy that desire by securing maximum retail promotion of the product.

*See General Mills Creates Separate Division to Sell Post-War Appliances, SM Feb. 1, 1945, page 49.

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QUICK HEAT, QUICK SALE: William MacDonough, assistant sales manager, uses a portable recorder to show how quickly a General Mills iron heats.

In selecting the products to be included in the General Mills Home Appliance line, every product was matched against the guiding policy of the department. That policy read—and reads—every General Mills Home Appliance must make a definite and constructive contribution to the industry, to the trade, and to the ease and convenience of the home maker who buys and uses it. General Mills is determined to expand markets rather than to merely take business from competitors. In establishing this policy we felt that General Mills was in a position to make a real contribution to the retail mer-

chandising of home appliances.

We proposed to bring to the distributor and retailer:

1. Products with unique, exclusive, patented features, produced by skilled precision workmen.

2. Products designed to consumer specifications and backed by a research and testing program that would guarantee dependability.

3. All of the proved advertising, promotional training tools needed to achieve leadership in the industry.

4. The most complete program of home service ever offered the appliance users of America.

5. The sponsorship of Betty

Crocker, the best known home service authority in the world.

Our job was to bring the news of this program—with all its sales making implications—to wholesalers and retailers who would complete the chain of distribution from maker to user. We knew that we had a great story to tell and we were certain that distributors and dealers would recognize its potential—but we had problems.

First, there was a war on. The mechanical division of General Mills was fully engaged in war work. Secondly, no one knew when the war would end or when we could expect to start reconversion to peacetime production.

We had the pilot models of a great new line of home appliances but not a step could be taken toward putting these items into production as long as the war lasted. The sales end of the appliance industry had to reconvert.

Marketing surveys made during the war indicated that there was a great pent-up demand for appliances and it seemed likely that when the war ended thousands of new dealers would attempt to cash in on it.

Solves a Problem

Here is how General Mills met and solved this problem:

We made distributors key men in the picture. A mailing list including all potential distributors of home appliances and housewares was compiled from many sources. To this list we added the names of the thousands of business men who had heard about the General Mills new appliance venture. This mailing list eventually numbered 10,000.

Early in 1945 a series of direct mailings to this list was inaugurated. Step-by-step, in individual mailings, we told our five-point story. At regular intervals we took these people into our confidence and reported on our progress. It was obvious that only a small percentage of the distributors on the list would qualify for our eventual program, but we knew that pre-selling them on the value of a General Mills distributorship would simplify our selling and selecting job when the time came to go into the field and establish our organization.

Five months after this campaign started, tests showed that it was accomplishing its purpose. Distributors now knew about General Mills and the majority of them wanted to sell our appliances. The war with Germany ended and peace was in sight—we could project production and sales schedules. So we turned our

attention to the 100,000 possible retail accounts that could be considered prospective General Mills dealers.

Direct mail was too expensive to reach this group so we started business paper advertising. Here we repeated our original story in its entirety.

Parallel with this business paper campaign, which was created by Batten, Barton, Durstine & Osborn, Inc., had been the creation of a distinctive package design theme—POLKA DOTS, PATTERN FOR PROFITS.

This simple, gay, distinctive pattern, which has been a fashion favorite with women for generations, was worked into attractive, rememberable package and display designs, and preliminary tests proved that it had great visibility and recognition value. As soon as the red and white polka dot design was adopted it was immediately included in all advertising layouts, direct mail and promotional material. During this time Roscoe E. Imhoff, division vice-president and manager of the home appliance department, had been forming his sales organization. He divided the country into 17 sales districts, basing his boundary lines on the Buying Power Index of the various regions.

Each district was headed by a district manager charged with complete sales responsibility for his territory. These managers were carefully selected on the basis of appliance sales experience, familiarity with the trade in the assigned territory, and leadership qualities.

Finally, in December 1945, production prospects had progressed to a point where initial retail sales activity could be forecast for the third quarter of 1946. Then the district managers were brought to Minneapolis

for the first sales conference.

For seven days they participated in an intensive, sustained training session, which had these objectives:

To introduce the district managers to the General Mills organization and vice-versa.

To orient district managers and familiarize them with ramifications of the General Mills organization, particularly the mechanical division and home appliance department.

To explain the development of the home appliance production and merchandising programs to date.

To present the product and establish the unique mechanical features involved.

To develop new merchandising and distribution programs.

During this conference we outlined the procedure that was to lead to the establishment of our distribution organization. Step No. 1 called for each district manager to perform a complete retail survey of his district. Each manager was instructed to visit every market in his district and to call on representative retailers. Every type of retail outlet known to have sold appliances was interviewed to discover the distributorship preferences.

Find out, we told them, who the retailer likes to do business with. Who gives him, or gave him, the best service? Who calls on him regularly? Which distributors give merchandising and advertising assistance?

Our men were instructed to compile this information on prepared forms and then to survey the distributors. We gave our managers the names of all the prospective distributors on our mailing lists and suggested they pay each one a courtesy call, explaining our program and securing information for the distribu-

DEALER TRAINING: A sound-slide film in color is a key part of the flexible program which tells the story in an hour to wholesale salesmen and in a half-hour to retailers.



tor survey form. In addition, calls were made on banks, utilities and civic organizations to get their impressions of the local distributor picture and recommendations. Be careful, we advised our managers, to avoid commitments until the survey has been completed. The retail and distributor survey and appointment program was scheduled for completion in four months.

In practice, it varied from three to six months, but the results surpassed our best expectations.

On November 1, 1946, distributor appointments had been made in nine territories. Four other districts have been surveyed but announcements of distribution were withheld until production increased. West Coast and South West surveys were scheduled to start in January 1947.

Naturally, we have not always been able to appoint every distributor whose selection was indicated by the survey but miss-outs were few.

The shortage of materials and manpower which stymied all appliance manufacturers affected General Mills, too. Months ago we realized that production would be so limited that any attempt to introduce the General Mills Tru-Heat iron on a national basis would be futile. So we decided to introduce the iron district-by-district starting in the Twin Cities. It was also planned to add new districts as production increased.

Presents Model Program

As soon as this decision was made we called our district managers to Minneapolis in July 1946, for a special sales meeting. The feature event of this meeting was presentation of a model training program for wholesale and retail sales people. In preparing this training program we had the help of the Jam Handy Organization, specialists in the creation and production of training tools.

With their help we analyzed our various prospective training audiences and then made a list of things we wanted those in attendance to do or know at the end of the meetings. We felt that these audiences would have questions in their minds—such questions as these:

Why should we take on the General Mills appliance line? What has General Mills got? How good is it? How is it different or better than other lines? How does it compare in price? How will they help us sell it?

It seemed to us that the best kind of training job we could do would be to answer those questions before they were asked, and to answer them



BEHIND THE DEALER: The Betty Crocker name is prominently displayed throughout all advertising and promotional aids for the introduction of the new Tru-Heat iron.

as simply and as dramatically as possible. Most of the answers were contained in our previously successful five-point presentation so we took those points, added some product and demonstration material and repeated them five times in five different ways.

We used successively sound-slide film in color, animated demonstration devices, personal demonstrations, easel presentations, mock-ups, cut-aways and blow-ups. The final result was a flexible training session which would tell the story to wholesale salesmen in an hour, or do a similar job with retail salesmen in half an hour or less.

Our district managers saw this presentation for the first time under circumstances simulated to duplicate a field training meeting and were able to appraise and appreciate its value and practicability. The point was carefully made to each manager that no attempt was being made to fit him into a canned procedure. Each man was given his props and demonstration material and a verbatim recording of the model presentation. What he said and how he said it, we felt, was a matter of individual preference. But the sequence which had been developed was rigidly followed. This sequence had been determined by weeks of experimentation and analysis.

For four days district managers practiced individual presentation, then they split up in groups of three and spent 10 days working under supervision with distributors and dealer sales groups in the first dis-

trict scheduled to begin retail sales of the iron.

Working together, taking turns as meeting leaders, they were able to compare results and polish their presentations. Finally they returned to their own districts to work with their own distributor sales organizations in preparation for the initial retail sales in their territories.

As of November 1, 1946, irons were on sale in three districts with three more scheduled to be opened before Christmas. Approximately 260 distributor training meetings have been held in the field and 150 retail training sessions have been completed. In every case the presentation has followed a proven formula. It tells the same story, the same way, every time. In doing this we are attempting to help every retail appliance sales person tell an intelligent, factual, sales-provoking story about the General Mills Tru-Heat iron, to the customers brought into the store by General Mills consumer advertising.

Within the next 12 months General Mills will invest several hundred thousand dollars in newspaper, radio and magazine advertising designed to create a market for General Mills home appliances. But no matter how effective that advertising may be, no matter how much desire to buy may be created, the complete success of our sales effort will depend to a great extent upon the quality of the sales training job done by our district managers and their wholesalers, retailers and salesmen.



WELCOME TO SAN FRANCISCO: This is part of the Los Angeles delegation. Left to right, they are: R. C. Greer, general sales manager; Boyd H. Gibbons; Ernest D. Lamoreaux, sales manager, Bohemian Distributing Co.; Howard S. McKay, sales manager, Foster and Kleiser; W. B. Massie, Key Brands, Inc.; and Norman S. Hall, sales manager, Pacific Press, Inc.

Highlights of Conference



PROGRAM PREVIEW: Gene K. Walker (left), Marketing & Visual Aids, round table moderator, checks with J. E. Holbrook, v-p, The Paraffine Companies, Inc., both of San Francisco. **POSEY POSE (center):** Dr. Dwayne Orton (left), International Business Machines, New York, with O. R. Doerr, g. s. m., Pacific Gas & Electric Co.



CROSS TALK (above right): A. T. Danielson (left), vice-president, Barker Bros., Los Angeles, and president, National Federation of Sales Executives, talked on "Selling and Its Contribution to the National Economy." Don H. McClinton, Viking Specialty Co., and president S. F. Sales Managers Association, wielded opening gavel.

SHIRT SLEEVES PREVIEW: Norwood Weaver, (left), v-p, A. C. Nielsen Co., told the conference business is not investing enough money to get facts on which to base management decisions. Arthur A. Hood, Editor, *American Lumberman*, Chicago, declared that management, along with labor, is guilty of a "low production record"—management is not managing.



of Sales Executives ce in San Francisco



"WE NEED TO SPEND millions to glorify salesmanship," Dr. Samuel N. Stevens, president, Grinnell College, and v-p of Personnel Institute, Chicago, told conference.



EAST MEETS WEST: Don G. Mitchell (left), president, Sylvania Electric Products, Inc., New York City, with Boyd H. Gibbons, president, Sales Executives' Club of Los Angeles. A good pay plan, Mr. Mitchell said, makes company's and salesmen's interests identical.



HOST CLUB MEMBERS: Among members of the San Francisco Sales Managers Assn. who were on deck are: top-row, left-right: A. E. Littler, supt., Western Union Telegraph Co.; V. A. Culver, v-p, Chanslor & Lyon Co.; Millard S. Bury, v-p, Tea Garden Products Co. Bottom row, l-r: Roy Emery, v-p, Frank Edwards Co.; David E. Faville, prof. of marketing, Grad. School of Business, Stanford U.



J. S. JONES, (left) manager, sales analysis dept., Ralston-Purina Co., St. Louis, who spoke on "Distribution Cost Controls" chats with Paul Heyneman, v-p, Eloesser-Heynemann Co., San Francisco.

WHITE'S V-P WITH WESTERN LIEUTENANTS: These executives of White Motor Co., Cleveland, heard J. N. Bauman (third from left), v-p of sales, urge sales managers to deal with salesmen as human beings . . . to recognize their private problems. Left to right: R. W. Cochran, Los Angeles; G. E. Cruden, San Francisco; Mr. Bauman; and Rolla W. Moore, Portland, Ore.

Highlights of Sales Executives Conference

(Continued from page 41)

AT HOME IN SAN FRANCISCO: Standing, left to right: Frank E. Bodine, San Francisco manager, Westinghouse Electric Corp.; B. E. Jordan, divisional sales manager, Sunset-McKee Co.; Roy S. Frothingham, Facts Consolidated. Seated, l-r: Wallace I. Atherton, sales manager, Tubbs Cordage Co.; Cyril Wright, director of sales promotion, Foster and Kleiser; and John C. Tiedemann, L. H. Butcher Co., all of San Francisco.



DANGEROUS EROSION: Ralph W. Carney (left), vice-president, Coleman Co., Inc., Wichita, Kans., warned that "in the past six years our whole sales structure has suffered appalling erosion."



NFSE LEADER: G. J. Ticoulat (right), manager of sales, Crown Willamette Paper Co., is western regional director of National Federation of Sales Executives.



SALES MANAGERS OF TOMORROW: Thirty students from Prof. Royal A. Roberts' course in sales management at University of California filled their notebooks during two-day session. Here they're listening to Don Mitchell discussing the pitfalls of various sales compensation plans.

THEY'RE FROM L. A.: Back row, left to right: George A. Kiepe, George A. Kiepe & Sons; Tony Whan, president, Pacific Indoor Advertising Co.; Ray E. Henning, director of sales, Shellmar Products Corp. Front row, l-r: John T. Garretson, sales manager, Fresno Agricultural Chemical Co.; and R. W. Cochran, branch manager, White Motor Co., all of Sales Executives' Club of L.A.



INNER CIRCLE: Marvin Bower, partner, McKinsey & Co., explained why "a company-wide viewpoint is a pre-requisite for membership in the inner circle of management."



WESTERN TOUR: John H. Jacobs (left), president, Baur's, Denver, and chairman, Denver Sales Managers' Council, inspects local map with Edward J. Hagarty, manager, sales training, Westinghouse Electric, Mansfield, O., a conference speaker.

QUIT STALLING: Don Belding (below), chairman of the board, Foote, Cone & Belding, called upon everyone to "Quit stalling and start selling." He gave 300 luncheon guests a specific program to help sell American benefits of private enterprise.



UP FROM LOS ANGELES: Standing, left to right: Ben Chaffey, ass't v-p, California Bank; H. H. Ferguson, ass't sales manager, Barker Bros.; seated, l-r: Earl T. Crawford, manager, Wholesale Division, Barker Bros.; C. E. Bayne, sales manager, Haas-Baruch Co.; and A. T. Danielson, president, NFSE, all of Los Angeles.



Members of the Men's Hat Industry Pull Together to Profit Separately

BY TERRY ARMSTRONG

The work of the Hat Research Foundation provides a shining example of what an industry can do to better itself. An integrated program of sales training, sales promotion, and public relations activities is stepping up hat sales.



HRF ADVERTISING AND PUBLICITY are designed to get more men interested in hat wardrobes. The little woman's interest hasn't been overlooked in this broad program.

It's a fact—the average American male, prior to the war, had been buying only two-fifths of a felt hat per year. However, this almost incredibly indifferent attitude toward masculine headgear appears headed for a vast and rapid change due to the activities of an industry-wise organization called the Hat Research Foundation, Inc.

The Foundation's slogan is "Sell More Hats to More Men More Often"—and to accomplish its objective it is employing a rare combination of showmanship and sound merchandising sense.

Founded just a little over 18 months ago the Hat Foundation's roster today includes 85 full members, 42 allied members and 4,000 associate retail members. Appearing on the membership roll are most of America's leading hat manufacturers, wholesale and retail merchants. At the cost of but a few dollars each, the 4,000 associate member retailers are participating in a national advertising program, a sparkling public relations campaign to make the male population more hat conscious, and are applying merchandising methods

resulting from an exhaustive study of the hat retailing business.

The main drive behind the Foundation's many operations is supplied by the Institute of Public Relations, New York City. The Institute, playing a major role in shaping the policies of the Foundation, early recognized that the best hat styling and hat construction could do little more to further the volume of hat sales unless modern, result-getting merchandising and promotional techniques are employed at the points-of-sale—retail shops and men's furnishing departments.

Because of this it was determined to dedicate an important part of the Foundation's efforts to the solution of the hat retailer's problems.

With the assistance of the Grey Advertising Agency, Inc., and the Institute of Public Relations, the Foundation decided that the objectives of its advertising should be: (1) to help sell the *idea* of hats, rather than specific style items; (2) to allot proportionate space to felts, straws, wools, fabrics and caps; (3) to make the advertising appeal to *both men and women*; (4) to tell men what hats can do *for* them.

For proof that these aims have been effectively translated into tangible evidence one has only to refer to the HRF advertisements in certain fall

issues of such mass circulation magazines as *The Saturday Evening Post*, *Collier's* and *Esquire* . . . and of *Mademoiselle*.

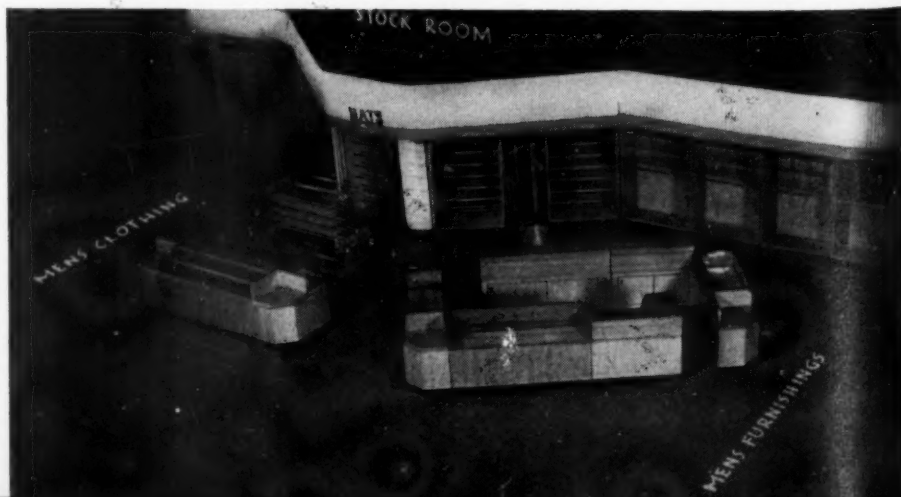
Retailer membership in the Foundation entitles the retailer to display the "Recognized Hatter" plaque which is featured in all HRF advertisements, point-of-sale material and direct mail pieces.

In addition the retailer receives several HRF sales kits a year. For instance, last April the Foundation sent member retailers a complete packaged program for promoting more sales of summer hats. This particular kit contained window blow-ups of several of the Foundation's full-page class magazine advertisements, counter displays and other point-of-sale material and promotional pieces. Another most important feature of the kit was a colorfully illustrated manual which provided the retailer with a host of pretested sales-building ideas and showed him how to apply them most effectively.

The manual or "idea book" presented over a dozen designs for window displays dramatizing such themes as "The Season's Changing—Change Your Hat," "June Has Busted Out," "Vacation Hats for Vacation Lands," and "Sunshade Styles for Leisure Days." This outstanding "idea book" also yielded excellent suggestions for copy and layouts for local newspaper advertisements and recommended the use of the special mats made available by the HRF for this purpose. Special emphasis was placed on Father's Day and Gift Certificate promotion.

The manual also stressed the value

STORES WITH HAT STOCKROOMS next to the hat department have the highest sale per square foot. HRF provides member retailers with models of layouts for hat departments.





IT HAS BEEN THE HABIT of the average American male to wear the same damn felt hat with every type suit, jacket or topcoat.

of local radio spots and supplied an ample collection of announcements directing listeners' attention to the town's "Recognized Hatters." A selling and promotional kit specifically designed to enable the retailer to cash in on the annual back-to-school movement was also prepared by the Foundation. The idea folio in this special kit reminded the retailer that the already large college and prep school population of the country was being continually swollen by education-hungry veterans and that here was a market which he, the retailer, could not afford to overlook. In olive drab so long, the veteran-student, particularly, might well be expected to be clothes-conscious and set a standard for good grooming.

The balance of the folio was devoted to promotional material of a definite campus flavor. Moreover, accompanying this idea piece was a list of suggestions from the Institute for local publicity which the retailer could tie in with his advertising, window and interior displays. A few of these suggestions were:

1. Establish a Student Wardrobe Counselling Service and publicize it.

2. Start a collection of the favorite hats of well known college athletes and students in your city. Feature them in a window display. The collection should be worth a picture and a story in almost any newspaper.

3. Get one of the local clubs or civic organizations to stage a contest to find the best-dressed local high school student who is headed for college. Local stores will donate prizes. Complete outfits of contestants must include hats.

4. Announce an occasional gift of a hat to leading high school and college athletes or other prize winners, thus helping to endow the hat with significance as the *symbol of manhood and accomplishment*.

These two kits have been followed by another, just as skillfully designed and executed, to help in the fall and winter promotion and selling of hats.

Of the greatest interest to all concerned in the men's hat industry are the bound volumes now reaching all HRF members. Based on a series of pilot studies of hat retail outlets made for the Foundation by Russell W. Allen, New York City, the volume is actually the fulfillment of the

promises the Foundation made its members a little over a year ago.

These promises were to provide:

1. Tested plans to improve the retailer's hat operation.

2. Blueprints for modern selling fixtures.

3. New interior display ideas.

Not only did this phase of the Foundation's service cover all the above—but other aspects of merchandising—all important to the achievement of greater sales volumes in hats.

In order to give Foundation members this so valuable guide experts studied hat department records and worked in cooperation with (1) 32 men's stores; (2) 17 department stores; (3) 2 hat stores. Devoting several months to the project, they studied 39,230 sales-check records of men's wear sales, analyzed over 10,000 gift certificates, and observed over 2,500 customers buying hats.

The report (or study) is presented in five sections. The first, "Sales and Profit," reveals that hats are generally much more important, from the viewpoint of sales, in the men's stores than in department stores but also indicates that *hats can be as important as the store decides to make them*. In department stores, it was shown, hats have a lower profit per cent to sales (due to occupancy expense) than furnishings or shoes, but a higher profit than clothing. In the men's stores, however, hats are more profitable than any other item of men's wear. The higher proportion of *men* customers is held accountable for the higher hat sales and profit in men's stores.

The second section of the study is devoted exclusively to the location and size of the hat department. For the best hat operation the study recommends that the department be

MODERN FIXTURES: Vertical panels and hat feature case make for easy hat shopping.



located on the main floor adjacent to the men's furnishings—and in a good traffic location regardless of whether to left or right but *not* on a main traffic aisle. As to the most advantageous use of space the study indicates the following:

In department stores: At least 10% of the total space available for men's furnishings and hats, regardless of location.

In men's stores: If in the front, about 13% of space available for men's furnishings and hats. If front location is impossible, approximately double the space.

For both types of retail outlets an on-the-floor stock room adjacent to the hat section is strongly emphasized.

Needed: Creative Thinking

In the matter of fixtures and displays retailers generally agree, according to the report, that little creative thinking has been done to improve hat fixtures or displays, either from the standpoint of function or appearance. To those conducting the study it was plainly obvious that: (1) stores generally use the *same* type wall cases with little variation in depth, door and rods; (2) most stores have neglected to adequately light their hat cases; (3) showcases in front of hat wall cases increase space consumed and generally fail to add much display value; (4) fixtures provide no way to emphasize or highlight particular hats for intense "item promotion" of the sort which has proved so successful with many other lines of men's wear.

It was all too evident that fixtures would have to be radically modernized to show the customer more hats if he was to be induced to build a hat wardrobe. Again research was applied and HRF soon had models of fixtures to show its retail members. These fixtures are designed to:

1. Make it easy for customers to identify hats by color, style, price and brand.

2. Help to effectively display the selection available, as observation of 2,500 customers buying hats proved that most men look at only about four hats—try on only three—usually buy hats exactly like the ones they are wearing.

3. Permit the highlighting of particular hats for "item promotion."

4. Invite men to "pick up and try it on" by themselves.

Among the fixtures and displays developed under HRF direction are vertical wall panels and hat feature cases and specially constructed stands and cases for stores with limited or no aisle space.

That proper store fixtures have a powerful influence on hat sales is

borne out by the fact that the very first store using these "test" fixtures increased its hat sales far in excess of other stores of the same chain. For instance, sales of a specially featured number were more than double in this store employing the feature fixture. The management of the store, delighted with the results, made immediate plans to obtain the new fixtures for its other retail outlets.

One completely illustrated section of the HRF study serves as a manual for the application of tested layouts for departments and for the most advantageous placement of the new fixtures.



FOR THE STORE with less aisle space.

The last section of the volume is devoted to why it pays the merchant to promote *hat gift certificates*. Here the Foundation reports to its retail members that hat certificate sales can: (1) vary from zero to 26.8% of total hat sales; (2) represent in the months redeemed from 12.7% to 51.9% of total hat sales; (3) exceed non-certificate sales during the pre-Christmas shopping period. Also emphasized is the fact that the average hat certificate sale is as high as or higher than the average department sale. It is further pointed out that the hat certificate *gives the woman her main chance to see to it that the man gets a new hat*—and that these extra sales are extra profits. It reveals about 75% of all Christmas hat certificates (omitting all purchases by business firms) are bought by women.

In view of these findings HRF heartily recommends that retail members during the peak periods institute a co-ordinated program including newspaper advertisements, radio spots, window and interior displays, use of the amusing hat miniatures, special selling services, and solicitation of

the different local business firms.

Member retailers from the first hailed with mounting enthusiasm the public relations activities of the Foundation. Across the land stories focusing public attention on men's hats have blossomed forth with amazing frequency. Many of these stories have been appearing as syndicated features—others have been going out over A.P., U.P. and INS. Not overlooking the influence of women in the matter of their menfolks' wardrobes the Foundation has seen to it that the women's pages and women's publications receive articles and human interest stories on men's hats.

Men's hats have also been featured on radio programs throughout the country, including such well known ones as ABC's "The Breakfast Club" and Mutual's "From Me To You."

One of the best illustrations of HRF's superb publicity operations is found in its so-called "Chicago Story." It concerns the hats some 400 Chicago men and women left in a certain inn when they entered the military services. These same veterans upon return to civilian life participated in a hat reclamation party. Climax of the party was the huge bonfire to which the reclaimed hats, dusty and somewhat mis-shapen from disuse, were consigned. Practically all veterans, as the public could easily surmise from this, were in the market for new hats.

Associated Press, Wide World Pictures and Acme Telephotos serviced more than 1,000 newspapers with pictures of this particular story, and scores of local papers as well as national magazines sent their own photographers to cover the party.

"Famous Hats, Famous People"

Another extremely popular feature which made its appearance in the Sunday supplement of 14 newspapers (total combined circulation 1,924,114) was "Famous Hats of Famous People." The gallery of celebrities, each wearing his favorite type of headgear, included Ex-Mayor LaGuardia of New York City, General Douglas MacArthur, and Field Marshal Montgomery.

Throughout the coming year HRF will expand its research, advertising and public relations activities, and will work with manufacturers, salesmen and retailers through clinics held in key cities to help in the application of the findings of the Foundation's continuing studies. A new four-part (one for each season) sales training program for member retailers and a more ambitious nation-wide hat sales promotion plan are right now nearing completion.



Advertisers



ARE IN THE DRIVER'S SEAT

Consumers have had to do a lot of hopping around in search of merchandise. It looks sometimes as if they didn't care much about brands. But that's a purely temporary situation. When goods again become plentiful, you'll see a tremendous swing back to the known brands and substantial quality. Then consistent advertisers of yesterday and today will reap many times what they've sown in advertising dollars. That is why smart business protects itself with good advertising . . . why the demand for Champion paper is the greatest ever . . . why America's sound, normal, competitive economy will continue to be the greatest in the world.

THE *Champion Paper* AND FIBRE COMPANY . . . HAMILTON, OHIO



Manufacturers of advertisers' and publishers' coated and uncoated papers, bristols, bonds, envelope papers, tablet writing and papeterie . . . 2,000,000 pounds a day
MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

District Sales Offices

NEW YORK • CHICAGO • PHILADELPHIA • DETROIT • ST. LOUIS • CINCINNATI • ATLANTA • SAN FRANCISCO

Why Buyers Wait for Name Brand Radios When Others Are Plentiful

Radio marketing executives now have the answer to a burning question: When many brands are freely available will buyers still wait to get their favorite brands? The answer is a loud "yes." SM's nation-wide check shows why.

"Out they go at 25% off!" declare newspaper advertisements offering immediate delivery on new 1946 radios, "everyone in a factory sealed carton," in New York City and other major cities.

Does this mean that the buyers' market is here in small table model radios? To find out, SALES MANAGEMENT has just completed a nation-wide spot check among radio receiver manufacturers, jobbers and retailers.

The answer is definitely "yes" if you mean by a buyers' market that you can walk into almost any store in the Nation and walk out with some kind of table model radio. This has been a buyers' privilege for the past two months. The buyer even has a fairly wide choice of brands in many cities—but the brands he sees on display are likely to be some of the more than 100 new brands which have come on the market since the war.

It's another story, though, if you expect to carry out of the store the desired model of your pre-war, nationally advertised table model radio. Production of these well known brands is heavy, but consumer demand is so insistent that there are relatively few well known brands on display. When well known brands aren't on display—and lesser known brands are—the public is apt to think the larger manufacturers are slow getting into production. But it's the public demand for branded sets which so far has created an appearance of "scarcity." Production figures tell the story. Output of table model receivers in 1941, largest pre-war year, totaled 5,988,041 sets. Output from January through September, 1946 totals 5,895,476 sets.

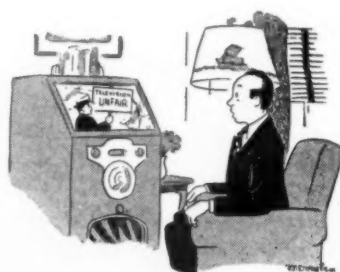
"If dealers could get our better models by coming at us with guns," declares an executive of one of the major producers, "I think they'd come with guns. We'll be in this shape until after the first of the year."

Here is what other large manufacturers have to say: "Our backlog is about four months and we estimate that the backlog for the radio industry is approximately two months." Another internationally known manufacturer points out that "it will be sometime after Christmas before we expect to find normal, pre-war competition." The consensus of several other nationally known producers is: "bonafide orders now on hand will keep us busy for at least another six months." Taking the long range view another manufacturer states: "we believe that there is a pent up demand for 20 to 25 million radio sets."

So marketing executives of the Nation's 211 post-war manufacturers of home radios now have the answer to the burning question: When buyers have their choice, in whose line will they be standing?

Before the war there were an estimated 90 manufacturers of radios of which probably not over 25 attempted national distribution and promotion. When the post-war field jumped to 211 the distribution crystal ball became slightly clouded. It's clearer now.

Now, let's make a cross-country check of the radio situation as seen through jobbers' and retailers' eyes: "Demand for medium price sets by well known makers is so great that we don't dare advertise," declares this Boston department store buyer. "The other day we advertised a well known small set and a nylon-length line thundered in and bought a large



SURVEY CONTRIBUTORS

Conclusions reached in this survey are based on interviews with these manufacturers:

Air King Products Co., Inc., Brooklyn, N. Y.
Admiral Corp., Chicago
Biltmore Radio Corp., New York City
Crosley Corp., Cincinnati, O.
De Wald Radio Mfg. Corp., New York City
Emerson Radio & Phonograph Corp., New York City
Farnsworth Television & Radio Corp., Fort Wayne, Ind.
General Electric Co., Bridgeport, Conn.
Philco Corp., Philadelphia
National Union Radio Corp., Newark, N. J.
Olympic Radio & Television, Inc., Long Island City, N.Y.
Radio Corp. of America, Camden, N. J.
Stewart-Warner Corp., Chicago
Stromberg-Carlson Co., Rochester, N. Y.
Teletone Radio Co., New York City
Templetone Radio Mfg. Corp., New London, Conn.
Westinghouse Electric Corp., Sunbury, Pa.
Zenith Radio Corp., Chicago

supply of these in less than an hour . . . people are getting price conscious, too," says another dealer, "but much more so on less known brands . . . buyers tend to wait for well known brands, but they have some odd notions about brands . . . the other day a woman customer turned down a well known brand because she had not heard of it and bought a set by a newcomer in the radio field but well known in another line . . . she was sure they always had been radio producers."

"Increased interest in television sets—retailing for around \$250—will influence radio sales," predicts this Philadelphia retailer. The average housewife wants three forms of entertainment — radio, television,

SALES MANAGEMENT



**A LOT OF TELEPHONE SERVICE
FOR A LOT OF PEOPLE**

WE'VE added about 3,000,000 new telephones so far this year — more than twice as many as ever before.

That's one reason why local telephone calls are up 25,000,000 *a day* over last year. Long Distance calls have more than doubled since before the war.

We're doing some fast stepping to meet your needs, in spite of shortages of materials.

Best of all, service has remained good on most calls, despite the large increase in the use of the telephone. There are some delays, but we'll be taking care of all of them just as soon as additional equipment can be made and installed.

BELL TELEPHONE SYSTEM



**"GATEWAY
TO THE RICH
TENNESSEE
VALLEY."**

**W
L
A
C**
NASHVILLE



**50,000
WATTS**

REPRESENTED BY
THE PAUL H.
RAYMER CO.

phonograph. So \$20 to \$35 radios will be popular for service uses—such as to hear the news. There will be more interest in table model radio-phonographs and probably less in console models. The big money purchase will be the television set." He also predicts that unknown brands won't suffer—if they are housed in colorful cabinets to match house furnishing schemes.

Retailers in Atlanta voiced criticism heard elsewhere in the Nation. "Manufacturers of branded sets should eliminate defective equipment and assembly. A good radio of an unknown make is preferred to any nationally known make which comes back for adjustment."

In Pittsburgh, perhaps reflecting the past year's series of strikes, retailers report "demand for widely advertised brands is still pretty strong, but not phenomenal . . . everybody is price conscious! Customers feel that all prices are inflated. . . . Customers feel that radios in the \$32.50 to \$35 range are too high in price and should come down \$8 to \$10 . . . jobbers can no longer sell me by telephone . . . I make them wait for orders."

"Deals haven't appeared yet," a Chicago retailer points out. "When deals appear that will be the sign that manufacturers are having a hard time disposing of their goods." Another dealer reports "we are not getting a surplus of small radios . . . yet . . . but enough to supply our needs . . . buyers are not price conscious under \$30 . . . more often they ask for a brand name and will wait to get it."

Last of Sellers' Market?

Cincinnati consumers do appear to be too much price conscious, but in the past 30 days they have become more brand conscious. Christmas buying is beginning to have tremendous effect on sales—reports from other cities indicate that Christmas buying may give even unknown brands their last taste of a sellers' market.

The flood of production does not appear to have swept solidly out to the Pacific Coast. Deliveries of national brands run from 10 to 50% of demand, Los Angeles dealers report. . . . "We're getting practically enough local manufactured sets," says one dealer . . . "the day when people would buy anything that had two knobs is very definitely gone". . . "value-for-price is very carefully investigated now by buyers," declares another dealer ". . . people feel that while they make up their minds that sets will not be sold to other people

with restless dollars."

What are jobbers doing about their competitive situation? "We're cutting out some retailers," explains a Boston distributor. "We'd rather have 100 alert, efficient dealers than 300 mediocre ones . . . we help our dealers sell our radios. For instance, we have a special room, using home atmosphere and lighting effects . . . dealers can use our auditorium to demonstrate radios to large groups . . . we try not to miss a bet in our assistance."

In Pittsburgh, some jobbers are adding more retailers now, but plan to drop them when sales resistance sets in. There will be a weeding out of unfit dealers in Chicago, a distributor reports. "They are the ones who thought they would find the radio business a cinch. In Los Angeles, some distributors "even now, are conducting monthly sales classes for dealer salesmen". . . but there is a dissenting view "at present, we would hardly dare stimulate selling or suggest sales training."

The Answer: Brand Acceptance

Why do producers of nationally known brands — the manufacturers with the largest capacity to produce — have the largest backlogs of unfilled orders? Part of the answer is brand acceptance. Part of the answer also is the post-war pattern of distribution. The largest supply of radios is found around centers of radio production. Of the 211 manufacturers there are 79 in New York state, 32 in Illinois and 28 in California. All other manufacturers are scattered in 20 other states. Manufacturers who were national distributors before the war or the new ones who expect to stay in the national picture from now on are allocating output territory-by-territory. But many smaller manufacturers apparently are bunching distribution in the large population centers. It's easier to get dealers, distribution costs are less, and there is the possibility of building regional acceptance. There will be keen competition for dealers. Lesser known manufacturers are apt to find it harder to hold their dealers. Before the war the average dealer handled three to five lines—now the average is nine to 10 brands. So, in nearly every store this leaves 200 available brands homeless. Dealers, naturally will seek lines promising the greatest turnover.

Top marketing executives of the Nation's largest and many smaller radio producers gave SM candid comments on what they are going to do about the buyers' market. What

they are doing—or will do next year—affects all kinds of advertising promotion, direct selling, model design, pricing policies, exports—and whether they stay in the radio business.

Promotion-wise, the handful of large manufacturers who account for 85% of the small table model radio production are acting as though they were already in a buyers' market. "Radio production always has been highly competitive," recalls one of the biggest producers, "so we're ready for competition again."

"You can't sell radios without plenty of promotion," declares another of the top volume producers. In 1941, our advertising appropriation ran about six per cent of sales." Another of the giants, a consistently large advertiser during the war, plans to continue its over-all 1946 program into 1947, but points out that the campaign will cost more money. "Our advertising and sales promotional appropriations are geared to production—and production, now above pre-war levels—is going up," several others say. Over-all the large producers have their distributor-retailer line up, their sales forces in action, and their advertising promotional campaigns underway. Their efforts are geared to keep buyers and increase their percentage of sales.

The Shake-Out Begins

But what are producers doing who find themselves already in a buyer's market before the Christmas buying rush has started? The shake-out is beginning. Three "loft" manufacturers have offered to sell out to one of the biggest producers their business lock, stock and barrel. The offer was refused. It is predicted that within a year not over 100—against 211 now—will be in business. Others, meeting resistance in the domestic market, are turning to Central and South American exports.

Let's look at several manufacturers who are laying their promotional plans with an eye to staying in the domestic market. "We came in after the war—we weren't even a war-time producer," this small but growing producer points out. "We got our sets into leading department stores early when the first radios were news. These stores spent thousands of their own dollars to advertise radios—our brand. This put our brand quickly before the public.

"To fill out our national distribution quickly, we went into radio business papers. This was important because we sell direct-to-dealer. Next year we're going into national publications, and we'll use more point-of-

sale displays and consumer literature.

"We now have national distribution and pretty fair consumer acceptance. We're a new, but not exactly unknown brand. But we know consumers are getting extremely brand conscious. So our promotion from now on is to build a brand name. Our name will go on sets retailing from less than \$20 to \$100. Buyers are becoming wary of buying an unknown brand which might be a "lemon." So our problem is to make consumers aware of value-for-price. Because we're new we know we'll have to put out an exceptionally good set. A consumer might buy a well established brand and find his particular set is defective and not hold it against the manufacturer. But if the consumer gets one of our sets which happens to be defective the word-of-mouth advertising against our brand would be very harmful. It's important to be a well established brand."

Promotion Push Coming

"When the shake-out is completed—say a year from now," another manufacturer says, "we hope to be one of the first 20 producers. Even so, our production will be only a small proportion of the total. Percentage-wise, we expect to be getting less of the business than now. But the market will be bigger. Next year we're going to double our promotion. We expect it will require more promotion to hold our competitive position than to re-create our national distribution this year.

"There's a creeping buyers' market," declares this manufacturer of radio parts which markets nationally under its own brand a radio produced by another manufacturer. "Wholesalers are buying fewer sets and they are making an urgent demand for a set which will retail for \$25—or better still at \$20. To add to the confusion, prices of components are going up just at the moment when consumers are resisting prices—especially over \$30."

What is the radio industry doing about the buyers' market? The industry—through its Radio Manufacturers Association, Washington, is working up an industry-wide promotion to sell the idea of radio just as hard as automobile manufacturers have sold the desirability of owning one or more cars. *Radio & Television Retailing* estimates that in 1945 there were 31 million radio homes, and that there were 56 million radio sets in use. In other words, two sets in every home: the idea now is to double that potential.



The consumer is looking at your product . . . you're ready to reap the harvest of your advertising . . . now you need a sparkling quality name plate on that product!

Let your merchandise have the advantage of a Robbins name plate—a powerful aid in showing off what you make, in telling a selling story through the eye. A Robbins name plate does far more than identify a product. It heightens its sales appeal, streamlines appearance, fits the quality of the merchandise.

Set this mark of distinction on your product. Choose Robbins name and data plates, trim and decorative panels. Estimates and design suggestions submitted without obligation.

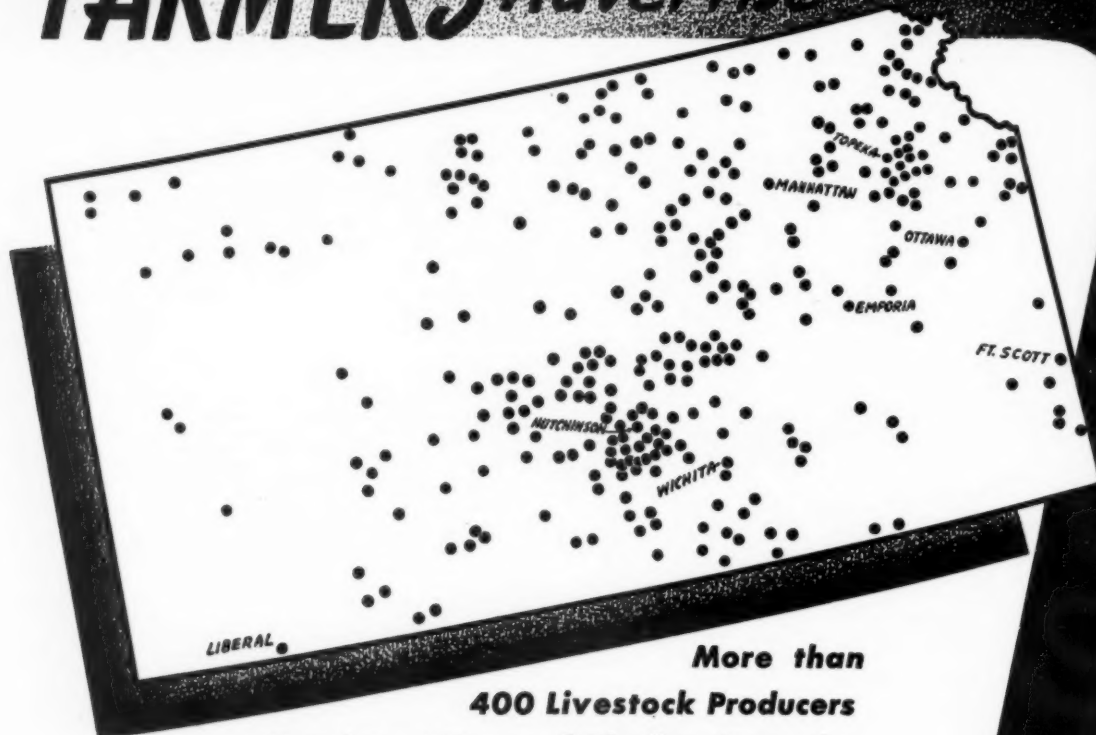
The Robbins Co.
ATTLEBORO, MASSACHUSETTS
"IDEAS IN METAL"

RADIO WOW OMAHA

590 WITH 5000 WATTS AND NBC

JOHN J. GILLIN, JR.,
PRESIDENT
JOHN BLAIR & CO., REPRESENTATIVES

Here is where
FARMERS Advertise



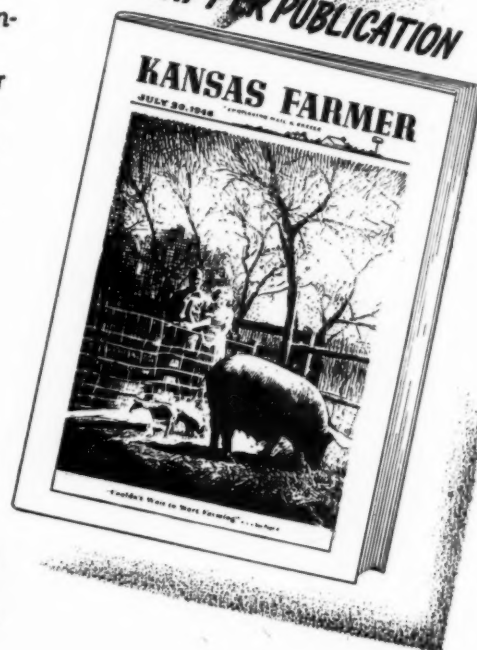
More than
400 Livestock Producers
 are Consistent Users of Display Space in

KANSAS FARMER

Year in and year out top men in the Kansas livestock industry are every-issue advertisers in KANSAS FARMER. These are the successful stockmen who conduct their business by the same methods used in other profitable enterprises. They KNOW the way to reach the highest unit purchasing power in Kansas . . . consistent use of KANSAS FARMER.

The direct, economical approach to the Kansas rural market (sixth in income) is the same for ALL advertisers . . . through the only Kansas state farm paper . . .

A CAPPER PUBLICATION



Key to

KANSAS **balanced**
 AGRICULTURE

KANSAS FARMER

CAPPER PUBLICATIONS, INC., offices are in New York, Chicago, San Francisco, Kansas City. Home Office: Topeka, Kansas

Item-by-Item Package Refurbishing Spotlights "Carborundum" Trade-Mark

Based on an interview by George F. Toles with **M. S. IREYS**
Director of Merchandising, The Carborundum Co.

To capitalize on the promotional value of its name The Carborundum Co. prunes out-dated labels and names.

Striving for greater individuality and increased emphasis on the company name in the field of abrasives, The Carborundum Co., Niagara Falls, N. Y., has re-designed its packages, labels and grinding wheel blotters.

Covering a two-year period to date, some phases of the program are still in the test stage with final results being awaited. The re-designing has been a progressive development because of the large number of items in the Carborundum line.

The old packages and labels, it is pointed out by M. S. Ireys, Director of Merchandising, featured too many unrelated trade names with too little emphasis on the trade-mark "Carborundum." To overcome this, Carborundum brought in an industrial engineer to work closely with the company in building an entirely new set of packages playing up the trade-mark "Carborundum."

The results so far from the new packages and designs have been excellent. Men in shops using abrasive products by Carborundum say they can identify the company's products easily now. Old packages lacked family resemblance—and adequate display value.

First to be re-designed was the grinding wheel blotter. The old blotter contained complete specifications involving considerable copy. This design detracted from the display value of the blotter. So two blotters were adopted for the new design. One is a display blotter and the other is an information blotter. The new display blotter carries only the trade-mark "Carborundum" and the company address. Thus, the grinding wheel can be identified immediately as a Carborundum product. Wheel specifications and use data are on the other blotter.

Second step in the program was to revise the entire line of labels for the coated abrasive line (sand paper). Under the old system, numerous trade names were used and over a

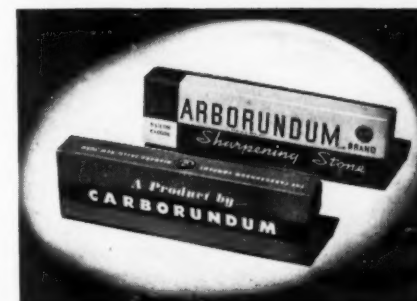
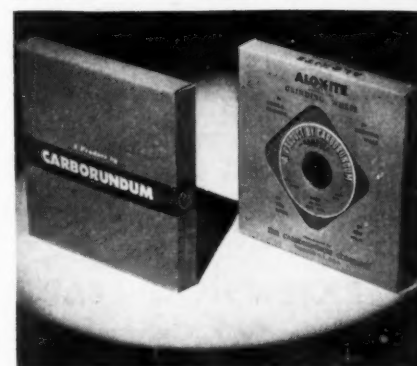
period of years these trade names became identified with product specifications. These trade names were long and difficult to remember. The company decided its most valuable trade-mark is "Carborundum." So these various products are named "Carborundum Drum Paper," "Carborundum Belt Paper," and "Carborundum Finishing Paper." These are use names; they also immediately identify the product with Carborundum. Below these names, labels carry the usual product specifications. Under this system it was possible to reduce the number of labels from approximately 180 to only 50.

Third step in the program was to re-design packages sold by hardware stores to the general consumer. Here, again, it was decided to put new emphasis on the "Carborundum" trade-mark. The Carborundum name is as well known to the public as to shop users.

The retail Carborundum package was designed to make it stand out. This brought up the problem of color. In its new blotters and labels, Carborundum decided to use red and black exclusively. Previously, a wide variety of colors had been used for blotters and labels.

In re-designing its retail packages the company decided to use a bright blue with the red instead of red and black. The old retail packages were orange and black. These colors were used because they had been adopted as standard color scheme by the National Retail Hardware Dealers Association. From a display standpoint, Carborundum thought the red and blue combination would offer contrast instead of harmony and thus step up the merchandising value of the packages.

The new retail packages have not been out long enough to measure results. The labels, however, which have been on the market for a year, and the wheel blotters, in use since March, 1945, have proven highly successful.



SHARPENS PRODUCT IDENTIFICATION: New Carborundum packages, labels and blotter designs are in the forefront, contrasting with the "busy" descriptive wording on the old designs. Carborundum still has designs for several other products in the test stage of its long-range program.

**IS HE
WORKING
for you**

among
6,000,000
Farm
Families

?



County AGENT
VO-AG TEACHER
OR
EXTENSION LEADER

Please don't misunderstand us. Your advertising in *Better Farming Methods* won't put 14,000 County Agents, Vo-Ag Teachers and Extension Leaders on your unofficial "sales" force. But it will carry your message to the favorable attention of these *influence men* of the farm market. The men whose opinions carry weight with 6,000,000 farm families.

For 18 years, *Better Farming Methods* has been their business magazine. So it's only natural that they have confidence in its advertisers, too.

14,000 CCA Circulation



WATT PUBLISHING CO., MOUNT MORRIS, ILL.

Coming Your Way



MIDGET CHARGER: It has two cords.

lightweight battery booster, now being offered to the market by the Seletron Division of Radio Receptor Co., Inc., has been especially designed for industrial plants using single six-volt storage batteries for the operation of alarm or signal systems, control apparatus, or similar applications, as well as for car, truck and tractor owners. The automatic, constant voltage battery charger, although conservatively rated at 4-2 amperes, will actually supply five amperes for a short period of time. It is claimed that the long life selenium rectifier and automatic circuit breaker assure constant output voltage and provide overload protection. This new Seletron battery charger is only five inches high, four inches wide, and four inches deep. Comes complete with six-foot AC cord with molded rubber plug and six-foot DC cord with alligator clips. The cabinet is of cold rolled steel.

spring aluminum clothespins, a development of the Del E. Webb Products Co., are said to fit any clothesline with a firm dependable grip and will not rust, stain or splinter. Called Hollywood Pin-Ups, they are available in gay colors and also may be used as hair clips, napkin holders, skirt hangers, and tie clips.

sunswitch, a new electronic lighting control, has been especially developed to actuate a switch in accordance with the rise and fall of natural illumination. Utilizing a sensitive photo-electric cell, the device will automatically turn street lights "on" or "off" depending on the amount of daylight. It can be set, for instance, to provide a maximum "lights on" period from 25 minutes after sunset to 25

minutes before sunrise. The Sunswitch is less than 10 inches in length and is only 4 1/8 inches in diameter and has a permanently wired base which is provided with a swivel bracket for its attachment to a standard light pole. It has many other applications including that for outdoor advertising, airplane beacons and runways, radio masts, hatcheries, greenhouses, signal lights and ships' running lights. To prevent intermittent interference from lightning, stray lights, passing clouds, etc., a time delay of 20 seconds is provided in operation. The Sunswitch, which already has been ordered by more than 70 major utility systems, is one of the latest electronic products to be introduced by the Ripley Co.

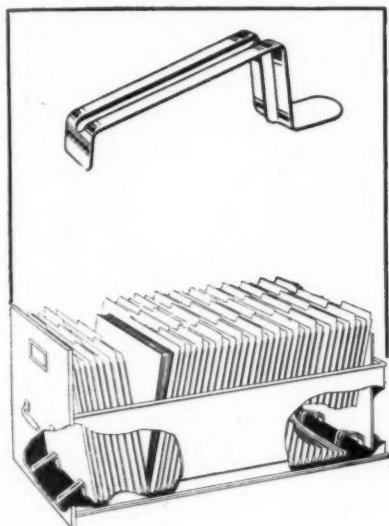
curtainmaster slide rods are said to bring safety and convenience to the chore of hanging curtains. They permit the housewife to stand safely on the floor while she dusts, drapes, hangs, and takes down curtains. By simply operating the two side screws the



NEW DEVICE eliminates climbing.

SALES MANAGEMENT

entire curtain rod may be lowered so that it can be reached easily and as quickly replaced. Curtainmaster Slide Rods can be installed on any window, it is claimed. The 36-inch size fits all full size windows and the 24-inch size takes care of smaller windows. The rods are easily installed. They are being marketed by B. F. Metal Products, Inc.



FILING AID: It's easily placed.

..... **file-bloc**, a new filing aid is being offered by Booth Industries. It is a small, inexpensive device for improving letter and document filing. Two File-Blocs are placed in the front of the file drawer and two ahead of the follower if it is vertical. The effect is to hold the guides and folders at an angle, thus causing the tops to fan like the leaves of a book. Wherever the file is referred to, the place stays open. Since the contents are readily visible and accessible, material is quickly filed or found, which means a substantial saving of time and effort. File-Blocs are of cadmium plated steel. They come packaged in one-dozen boxes and one-gross cartons.

..... **lightweight ladders**, of all-welded magnesium construction, are now being produced by White Aircraft Corp. The 8-foot magnesium ladder weighs only 5½ pounds as compared to 16 pounds in wood, while the weight of a 63-pound, 24-foot extension ladder has been cut to 31 pounds. Permanent strength, safety and rigidity are said to be additional features. The all-metal construction of these ladders eliminates splintering and deterioration due to weather exposure.

NOVEMBER 20, 1946



*"You'd think Henry could wait until after the show to read his late edition of the Buffalo Evening News."**

* Henry may be gumming up the trapeze act. But he certainly knows the ropes when it comes to good, down-to-earth reading entertainment. Over 260,000 Western New York families depend on the News for the complete details of all big local and national news stories. And little wonder! We spare no expense to have our own experienced eye witnesses on the job wherever big news happens. And we round out the picture with an abundance of the top news and feature services. It all adds up to the reason why advertisers place more lineage in the Buffalo Evening News than in any other New York State daily. It's the big paper in a big market!



NOW...

know the man nobody knew!

***Just released! A national survey by Dr. Starch of
"The Man Who Reads the Pulp!"***

Even if you have always known the true facts about pulp readers you will want to see your good judgment confirmed by the first comprehensive, factual study of this market. ☆ This nationwide, personal interview survey by Dr. Daniel Starch reveals exactly who pulp readers are—what they earn—how they live—what they own and buy—and what brands. Here—for the first time—is a clear-cut, factual picture of the national pulp-reading audience free from bias and misconceptions. ☆ Not only does this 1946 break-down of THRILLING GROUP readers reveal a normal pattern of good-living, good-spending, but it shows pulp readers even above national averages in certain important respects. It confirms the well known fact that pulp readers are cover-to-cover readers—68% read all or almost all of every issue. ☆ Think what this means to smart advertisers! Long life and super-readability for your ads before a mighty, plus-2,000,000* man market! ☆ Certainly alert space buyers, account executives, sales and advertising managers will want a detailed look-see at this unique Starch study. Just have your secretary phone, write or wire for a showing.

*** ABC—2,385,055**

THRILLING FICTION GROUP

10 East 40th St., New York 16, N. Y.
Vanderbilt 6-4424

9 South Clinton St., Chicago 6, Ill.
Franklin 5494

STEWART-WARNER
Radio



"PEEWEE" . . . One of seven suggested arrangements employing part of the six-piece display that Radio Division of Stewart-Warner Corp. is shipping to dealers.

Anticipating a return of cheese to heavier supply in the near future, Kraft Foods Co. is launching this month a widespread campaign emphasizing its entire cheese line. It is aimed at 50,000,000 reader impressions in November through double-page color spreads in *The Saturday Evening Post*, *Life*, and *Collier's*, and color insertions in *The American Weekly*, *This Week Magazine*, *Ladies' Home Journal*, and the roto-gravure sections of 17 major metropolitan dailies.

Black and white insertions are scheduled in 69 newspapers in 61 cities and tie-in commercials will be heard on Kraft's two national network programs, the Kraft Music Hall and the Great Gildersleeve.

In December, full page color advertisements will appear in *Life*, *The Saturday Evening Post*, *Collier's*, *The American Weekly*, *This Week Magazine*, *Ladies' Home Journal*, *McCalls* and *Women's Home Companion*, and roto sections with black and white again used in the dailies.

Copy features the 20 cheese products of the Kraft line now available,

with cheese spreads getting the big play. "Smo-kay," the company's first new peacetime product—a hickory-smoke flavored cheese spread of the "Swankyswig" line—will receive major attention.

John H. Platt, Kraft vice-president in charge of advertising and public relations, points out that some cheese products are still in limited supply because it is impossible to rush the aging of American cheese. During the war, when military needs left little cheese for civilian use, Kraft copy was designed to keep the company name before the public and instruct housewives in making a little go a long way, as well as to advertise other Kraft products which were in good supply.

"Improvement of the supply situation enables us again to take the lead in merchandising cheese," Mr. Platt states. "The program which starts in November will be one of our most vigorous campaigns for dairy products. It will carry through next year, gaining momentum as more supplies become available and as new products are perfected in our research and production department."

A six-point program for enlarging the public relations activities of individual life insurance companies has been presented to life insurance company advertising executives by Holgar J. Johnson, president of the Institute of Life Insurance. Speaking before the Life Insurance Advertisers Association convention at Chicago, Mr. Johnson emphasized the further building of the competitive environment through advertising. He declared that the competition in advertising and through other activities is proving of benefit not only to the individual companies but to the life insurance business as a whole in its determination to meet its social obligations to its policy holders and to the public at large.

"The greater the competitive environment," said Mr. Johnson, "the more can the public be shown that the business is being conducted in the public interest . . . Let me urge you, therefore, to get into this (competition) as extensively as you can, and



RANGE SELLER . . . This lifelike plastic figure of the American Stove Company, available to dealers, points up sales message in chef's hand and helps sell Magic Chef gas ranges. The card service keeps sales messages up to date at all times.

build your advertising around this central theme."

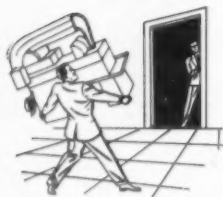
Discussing the public relations of the life insurance business, Mr. Johnson said that while the Institute of Life Insurance, through its activities, can provide leadership in helping build a favorable scene for the operations of the business, it is up to the individual company to implement the over-all programs in its own area and under its own leadership.

In this connection Mr. Johnson recommended the following program

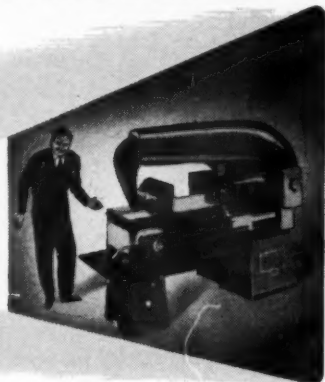
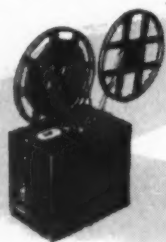


COLOR SCHEMING . . . Murphy Paint Division of Interchemical Corp. is advertising nationally with full-color, double-page spreads featuring color tubes packaged separately for selective mixing with base.

Victor — the best in 16mm sound motion picture equipment



demonstration please



A "demonstration" is often a difficult assignment, particularly when your product is cumbersome or intricate. But not today! With 16mm motion picture equipment you can go into offices or homes and before large groups—telling the finest sales story each time.

Victor will give your sales films finest clarity, sound fidelity and trouble-free operation.

Write now for information on the use of 16mm sound motion picture equipment for sales and training.

VICTOR ANIMATOGRAPH CORPORATION

A DIVISION OF CURTISS-WRIGHT CORPORATION
Home Office and Factory: Davenport, Iowa
New York • Chicago
Distributors Throughout the World



MAKERS OF 16MM EQUIPMENT SINCE 1923



Size 3 1/2" by 4"
in Gift Box

1947 Salesman's Vest Pocket DATA BOOK

THE MOST USEFUL CHRISTMAS
REMEMBRANCE YOU CAN GIVE
TO YOUR SALESMEN OR DEALERS

Here is the handiest little vest pocket utility book you ever saw for a salesman or a dealer! A de luxe combined personal memo, appointment book, diary, and expense record; it fits snugly into the vest pocket. Published each year at Christmas time by Dartnell, the Salesman's Data Book rates ace high with every salesman or dealer who has used one.

Each Salesman's Data Book comes in a gift box. For a small extra charge you can have a name imprinted in gold on the cover. It is possible also to imprint your trade-mark or company name or include a special 4-page section of your own in your Data Books. A choice of three bindings is available—Leatherette, Sheepskin, or de luxe imported Morocco.

Order one sample today. Let us know how many you can use and we'll quote you. Delivery made in late November.

PRICES

In Leatherette, \$1.00 each or \$10.20 a dozen. In Sheepskin, \$1.50 each or \$15.60 a dozen. In imported Morocco, \$2.00 each or \$21.60 a dozen. Imprinting names in gold 20 cents each additional.

Handy vest pocket size, 3 by 4 1/2 inches. Bound for hard wear

Exclusive itemized expense record for every day of the year

A 52-page appointment secretary and diary on fine writing paper

Automobile accident record. Four-year calendar. Postal information

Unit cost tables. Profit and mark-up tables. Population of cities

Helpful, inspiration slogan on sales and salesmanship on every page

Daily sales record section. Place for addresses, telephone numbers

THE DARTNELL CORPORATION, 4664 Ravenswood Avenue, Chicago 40, Ill.

for the consideration of individual companies:

1. Put into practice policies and plans calculated to provide the best possible service to the public.

2. Condition agents and home-office employees as to what their share of the public relations program of the life insurance business is, and educate them individually as to how to carry out that responsibility.

3. Experiment to find out what the company can do for the public that other companies do not do; find out how to perform better those services which companies generally offer.

4. Improve distribution procedures and develop specific helps for the agency forces with the twofold purpose of bringing the benefits of life insurance to all economic brackets, and providing a type of representation which will win public approval for the company, for its distribution practices and objectives.

5. Extend performance of public service beyond the immediate scope of the business by the way in which the individual company and all those associated with it live as citizens and through the interest they take in community activities.

6. Build a more competitive environment through individual company advertising and other informational activities by selling what the company has to offer which is different from what other companies have to offer.

Three Toy Campaigns

The A. C. Gilbert Co., New Haven, Conn., manufacturers of "Erector," "American Flyer Trains," and "Gilbert Chemistry Sets," is releasing a separate advertising campaign on each toy in its pre-Christmas promotion this year. Insertions are scheduled to appear in *Life*, *Boys' Life*, *Open Road*, *Young America*, *Young Catholic Messenger*, *Junior Catholic Messenger*, *Model Railroader*, *Railroad Magazine*, and in *Puck* and the comic sections of a number of metropolitan newspapers. The Charles W. Hoyt Co., Inc., is placing the three campaigns. A feature of the "American Flyer Trains" campaign is the introduction of locomotives with both sound and smoke synchronized to the speed of the train. The engines also puff smoke while the train is standing still. The manufacturing of all-metal toys has been greatly hampered by the lack of supplies, but the Gilbert Co. is making strenuous efforts to meet the unprecedented demand for these toys this year.

SALES MANAGEMENT

Tips



Measuring the Industrial Market: Are you a manufacturer of industrial equipment or supplies, in search of new markets for your products? And do you depend on statistics of volume of business and numbers of wage earners employed, to find your potential customers? If so, you may be interested in the technique used by *Mill & Factory* in its censuses of manufacturing plants. M&F, through its touch with local industrial distributors serving important plants in their areas, has been able to survey industrial areas. Its analysis of the manufacturing plants in each market covered is based on many factors—including statistical data on the markets, major industries, buying power, productive power, employing power, and a study of Dun & Bradstreet findings. States like Rhode Island, Ohio, Michigan, cities like Cincinnati and Baltimore, and counties like Kent County, Mich., and Fairfield County, Conn., are covered comprehensively. There's also a map of U. S. industrial areas, ranked according to number of wage earners. Interested? Write to the Research Dept., *Mill & Factory*, 205 E. 42nd St., New York 17, for copies of these reports.

Timely Tips: If you have a mailing list that's in need of rehabilitation, you might find solace in the seven specific plans presented by Tension Envelope Corp. in its "Envelope Economies" booklet called, "Correcting the Mailing List." The address is 345 Hudson St., New York 14, N. Y. . . . Are you aware of the work done by organizations designed to check or report on national or local advertising appearing in newspapers published in the U. S.? If you aren't, this booklet, "Research Services," will probably answer your questions. If you are, it will bring you up-to-date on the newest angles. It's available from The Advertising Checking Bureau, Inc., 538 S. Clark St., Chicago 5, Ill. . . . Considering a redesign of your labels? Then Ever Ready's booklet, "Time-Saving Tools of Business," may be helpful. Write for a copy to Ever Ready Label Corp., 141 E. 25th St., New York 10, N. Y.

Will You Invest 12c Per Line To Reach ALL Of The Troy ABC City Zone Market?

You can do that through The Record Newspapers, Troy's only dailies. A complete advertising job can be done through this ONE medium. 93% of its total circulation is in the Troy market, consisting of 200,000 people. 95.3% coverage is provided in the ABC city zone alone whose population is in excess of 120,000.

Send for an up-to-the-minute Market Folder today.

THE RECORD NEWSPAPERS

- THE TROY RECORD
- THE TIMES RECORD •

TROY, N. Y.

A. B. C. TOTAL NET PAID: 41,367

YOURS?

FIRST STEP: Enter the 5th Annual

BUSINESS PAPER ADVERTISING COMPETITION

DEADLINE: January 31, 1947



The most enjoyable part of the advertising business is to look back at a *good* campaign. If you can do that today, you're just the man we want to hear from.

A.B.P. wants to publicize *good*, productive business paper advertising . . . and give recognition to you for a job well done.

The basic principle behind the Annual Business Paper Advertising Competition is to promote "useful" advertising and to stimulate other advertising writers.

But time is getting short. Get your entries in early, be sure they're postmarked no later than January 31st. Why not dig out those proofs right now?

Send your entries to:

A. B. P. ADVERTISING CONTEST

THE ASSOCIATED BUSINESS PAPERS

205 East 42nd Street, New York 17, New York



SALES MANAGEMENT



Designing to Sell

(Captions read clockwise)

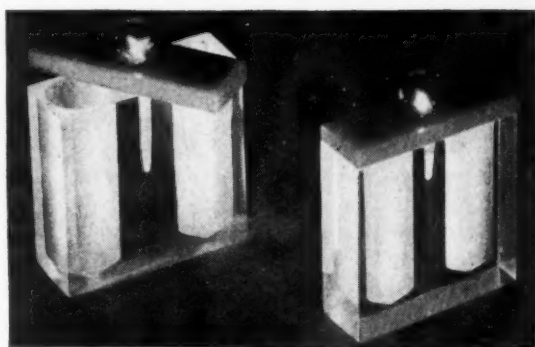
HOLIDAY PACKAGE: Seaforth toiletries for men are now appearing in a distinctive Christmas wrap of heavy foil paper with gay stripes of red and silver, green and gold.

LOW-COST, ALUMINUM DISHWASHER: A product of Kaiser Fleetwings, Inc., the motorless unit is said to cleanse the average loading of dishes in about three minutes. Three levers control the machine which washes, rinses, dries.

COMPACT GAME SET: Attractive gift item contains two decks of cards, two sets of dice, poker chips, six ash trays, six coasters, and a unique click-action cribbage marker—all in a mahogany plastic case. Made by Warehouse Point Co.

PLASTIC PILL BOX: A product of Almac Plastics, Inc., the crystal-clear Lucite container is about the size of a cigarette lighter. It has two compartments, revolving red cover.

GIFT-WRAPPED WINE ASSORTMENT: Cresta Blanca Wine Co. is utilizing a package with a rigid, transparent Vuepak cover. Vuepak is a cellulosic packaging material by Monsanto Plastics Division. It solves display problems.



Why Atlas Paper Gives Shirt Sleeve Demonstration Before Each Sale

Based on an interview by Bernard G. Priestley

with **HAROLD A. FINN** • President, Atlas Paper Co.

Within a period of nine months the sales staff of Atlas Paper Co., Somerville, Mass., not only demonstrated its way to substantial increases in sales but did so with lines of products decidedly different from any previously sold.

Sales of the new items for the first three months after the demonstration program was begun exceeded the hopes of executives of the company. Yet the volume for the second three months was 33% above that of the first quarter and for the third quarter 20% above that of the second. Weekly sales averages per man on the new lines continue to increase steadily.

Encouraged by these results, the company is now formulating plans for creating a separate sales division to concentrate on the new lines.

Three months before the demonstration program was launched, Atlas decided that the line which Atlas had distributed for years—a coarse-paper line of wrappers, boxes, specialties, twines, etc.—was in for a slow period because of shortages, strikes, the purchase of huge paper mills by large publishers and other developments. They looked around for additional lines.

After a series of discussions with several sources of supply and a great deal of inquiring and research by A. C. Carver, sales manager of the company, it was decided that sanitary and maintenance chemicals and affiliated products would be good lines. In the paper business the company had a large number of accounts—big restaurants, real estate management companies—who purchased paper towels, toilet supplies and other items. Why couldn't sanitary and maintenance chemicals be sold to much the same trade? But the products selected, Atlas executives agreed, must be made by nationally known manufacturers who were big advertisers of widely recognized lines, so the products themselves would provide major selling aids.

Soon agencies were established with two of the largest producers of cleaners and finishes in the country: Wyandotte Chemicals Corp., Wyandotte, Mich., and S. C. Johnson Co., Racine, Wis. Among the Wyandotte

products were G.L.X. and Keego for dishwashing, Neosuds for glassware, Steri-Chlor for germicidal action and Detergent and F-100 for floor maintenance. Johnson products obtained included No Buff Floor Wax, Traffic Wax, Waxed Floor Cleaner, Shur-Tread Floor Finish and Perfectone Furniture Polish.

These companies sent sales engineers and leading salesmen to the Atlas offices to give a series of lectures and demonstrations to the sales staff on the new lines. Atlas salesmen were also given literature on the products. Meanwhile, Atlas bombarded the restaurant and building maintenance trade with direct mail letters and brochures announcing the new lines.

Customers began to ask Atlas salesmen how the chemicals could be utilized to solve their particular problems. Salesmen tried hard to explain. In many instances their knowledge probably was inadequate at the time; but even when it was, they couldn't seem to quite convince the customers by explanation.

Atlas executives suddenly realized that they faced a difficult problem in

teaching paper salesmen to sell chemicals. Not that Atlas executives expected paper salesmen could be made over quickly into sales, engineers; but, somehow, they must be equipped to face ordinary challenges by prospects on how to use cleaners and finishes to advantage.

Harold A. Finn, president of Atlas, called in Wyandotte and Johnson engineers and salesmen to discuss with him and other executives to determine what drastic steps might be taken to meet the problem. One of the biggest difficulties, the session indicated, was to make prospects understand the difference between chemical cleaners and soap—that the base of soap is grease and that grease will not cut grease, while chemicals, with alkali bases, will do so. Wyandotte and Johnson representatives brought out, further, that demonstrations had proved much more effective than explanations in convincing prospects on this and other points. Consequently, they recommended looking into the demonstration method of selling.

That was it! Why not try demonstrating on an extensive scale? Why not *show* prospects how cleaning and

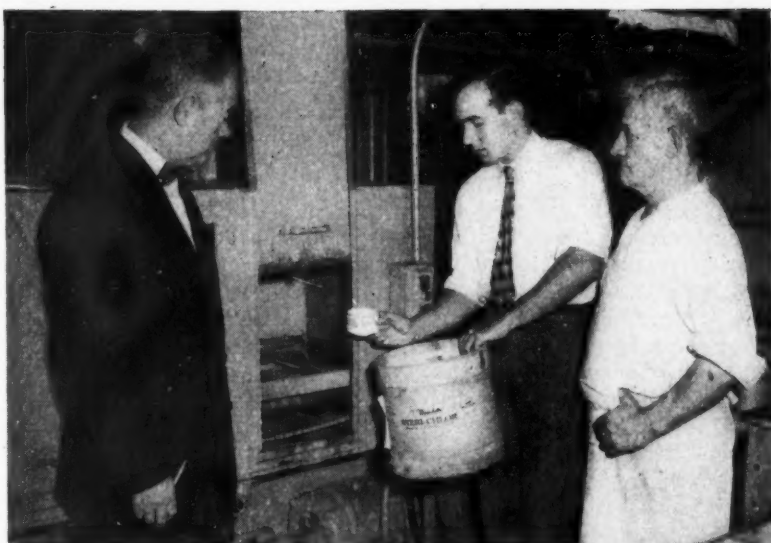


DEMONSTRATE—THEN SELL: Eighth point in Atlas Paper's step-by-step demonstration is not to sell until you show the prospects what the cleaner will do.

sanitary problems could be solved instead of trying to *explain* to them? Atlas went to work on a broad program of demonstration selling.

Early in the procedure executives of the company concluded that they could hardly expect the salesmen to understand and demonstrate the new lines if they didn't know the products sufficiently well themselves to demonstrate them. So executives took home samples of the lines to try them out, much to the surprise of their wives. They experimented with dishwashing compounds on dishes, the glass cleaners on water glasses, the stain removers on floors. Through practice they picked up pointers on the art of demonstration selling.

A series of weekly sales meetings was arranged to teach demonstrating to the sales force. Sales engineers and salesmen from Wyandotte and from Johnson came to help. To stimulate close attention a bit of drama was injected into the activities. Unwashed plates were borrowed from a nearby restaurant and the salesmen were shown how quickly and efficiently grease and particles of food could be removed from them by chemicals. Stains were made to vanish from the floors. Sparkle was put onto glasses.



SHOW THE BOSS: The dishwasher (extreme right) is the man who will use Steri-Chlor but the Atlas Paper salesman demonstrates for the man who does the buying—Ralph W. Hughes, manager of the Shangri-La, Boston night club.

The salesmen got interested quickly, began to develop enthusiasm. When they were urged to take small amounts of the chemicals home and try them, one after another did so.

An unusual sales demonstration contest was arranged, with practically all the staff as participants and a

substantial prize offered the winner. Each salesman was asked to prepare a talk and demonstration on one of the products. Salesmen were to grade each other. If any salesman could ask the demonstrator a question about the product he was demonstrating which he couldn't answer this would count

CONTROLLED DISTRIBUTION



You get it in South Bend, Indiana—the *market for tests you can trust*. In the food field, four wholesalers cover the entire market. In the drug field, one wholesaler and four chains handle distribution. South Bend, Indiana—"Test Town, U. S. A."—gives you complete, controlled distribution for accurate tests.

**The
South Bend
Tribune**



STORY, BROOKS & FINLEY, INC., National Representatives

against him in the rating. The grading was to cover four points:

1. Knowledge of product.
2. Clarity of presentation.
3. Success of demonstration.
4. Enthusiasm of speaker about the product.

"The salesmen really prepared for these demonstrations," declared President Finn. "In addition to taking home samples of the products they, themselves, were going to demonstrate, they experimented also with the products the other fellows were to demonstrate, in order to learn points which could be used to stump their fellow salesmen in the contest.

"These self-demonstrations did more to impress our salesmen with the value of good demonstrations in selling than all the lectures in the world. This phase became truly contagious as one man after another confessed to his fellows that he had experimented with the new products with eye-opening results.

"The contest exceeded all expectations. The winner was a comparatively new man, a war veteran. His success indicated that a long period of sales experience is not absolutely essential as a background for a man to become a good demonstrator."

Following the contest the men were given further additional training in demonstrating at sales meetings. Meanwhile, they gained on-the-job knowledge of demonstrating by accompanying Wyandotte and Johnson specialists on demonstrations to our customers. These trips did a great deal to help give them the "feel" of successful demonstrating.

Step by step a method of demonstration selling was evolved. Here is the procedure, in outline:

1. Get the prospect's interest in a product by a few brief statements concerning the saving of time, money and drudgery through the use of chemicals.

2. Once that is done, do not try to complete the sale then and there—unless the prospect is thoroughly familiar with the product. Instead, strive to arrange a demonstration, with *both* the boss and the worker directly concerned present.

3. At demonstration time inject a little drama into the proceedings. Take off your coat and roll up your sleeves. Display enthusiasm and zip. But don't overdo or assume the attitude of a smart-aleck.

4. If you are to demonstrate with a machine, check it first to see that it is O.K. The demonstration cannot be convincing if the machine isn't working properly. A dishwashing machine, for example, will not work with anywhere near full efficiency if its drains are half stopped up with grease and particles of food. Clean it out first, using some of the chemical.

5. Measure very carefully the amount of chemical to be employed, explaining that in the end the cost of

the cleaner will be cheaper than soap or other materials if it is used in the right quantities.

6. Mix the chemical carefully for the job at hand—in accordance with whether it is to be used in a machine, on a floor or in some other way.

7. Give the demonstration just as impressively as possible.

8. When the demonstration is over and has succeeded—and not until then—start "selling" the product to the prospect. But don't be too eager or hurried. He should be practically sold by that time.

As fast as the Atlas salesmen mastered the complete procedure they struck out for themselves on demonstrations, relieving the Wyandotte and the Johnson specialists of more and more of the work. Within three months practically all of the Atlas salesmen were ready. In January of this year the real selling-by-demonstration program was launched, with the results already reported.

"Not only is this program bringing more and more sales," declared Mr. Finn, "it is also often providing 'ins' for salesmen. For instance, an Atlas salesman had called several times on the superintendent of buildings at a prominent school. The superintendent had said he was perfectly satisfied with the cleaners and finishers being used. One day the salesman noticed a bad stain on the gymnasium floor. He asked, casually, why it had not been removed. The superintendent said many preparations had been tried on it without avail. "I think I can remove it," said the salesman, "if you'll give me permission to try." "The superintendent did. The salesman did. A valuable new customer!"

PROMOTE GOOD WILL

GIVE A

Silent Flame

DESK LIGHTER



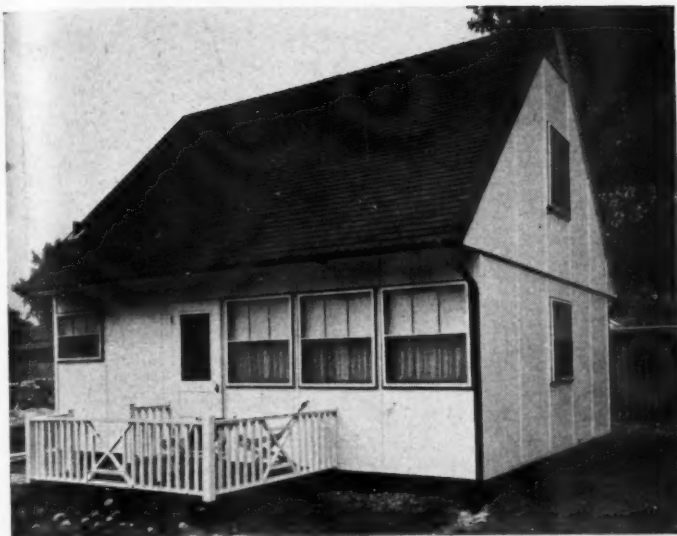
Touch the figure—here's the flame

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LOW IN PRICE — WRITE FOR DETAILS

VELVA-SHEEN
MANUFACTURING COMPANY
CINCINNATI 14, OHIO



CLARK, DODGE & CO. . . . To mark its 100th anniversary, Clark, Dodge & Co., New York City, has brought out a brief history of its first century. This is an example of how an investment and brokerage house can inform its customers and friends about its achievements. With recent history fresh in everyone's minds, Clark, Dodge emphasizes its role in Wall Street activity from 1845 to 1900, rather than its role in this century.



FIVE TO THE CARLOAD: When a lumber dealer purchases five prefabricated houses—a freight carload—Homeola Corp. sends a skilled erector along to show the dealer how to put up the houses. Then dealers train home buyers to erect their own dwellings in 200 to 300 man-hours. Actual cash outlay is less than \$5,000, varying with the location.



How Homeola Sells Packaged Homes Via Lumber Yards

Prefabricated houses are now available in the Middle West in lots of five to the carload for GI home builders, ready to set up, through lumber dealers. These are available through the Homeola Corp., Chicago. Homeola had a production capacity of 375 houses in October. It expects to manufacture 820 a month by February and, stepping up production, to be able to put out 2,000 a month by June and from then on.

Jacques Willis, veteran plywood man, founder of Willisway System, Inc., designers, engineers and consultants in the light construction field, and the C-W Plywood Co., representing mills in the Northwest, are behind the scheme. Mr. Willis is credited with having sold more plywood than any other man in the country. Offices are in Chicago.

Supplies are assured through a tie-up with two wooden parts manufacturers in Washington, a fabricating plant in Chicago and an assembly plant for plumbing parts and metal fixtures in Chicago. This plant also manufactures an electric hot water heater. A new feature is a complete piping unit which comes in a boxed panel ready to set in. This includes all water and gas piping and is ready for hooking up without coming out of its container.

Two types of houses will be available, one Cape Cod style, a story and a half; the other is a one-floor job. The "package" for the Cape Cod house, delivered on the site, will cost approximately \$3,500; the other about \$4,000. Cost will vary somewhat because of location, shipping and transportation costs being the

factor. There will be "extras." Such items as roofing, paint, building paper, putty, window glass, etc., are not included in the package deal.

Under a budget plan, aimed to keep costs down, the mill will not net more than \$125 profit per house. The lumber dealer will be allowed a 10% mark-up on parts and will sell the "extras" at his usual profit. It is expected that he will take approximately \$500 net if the home owner does his own erection. This procedure guarantees the buyer against loading with mark-ups.

One freight car will carry five complete homes in this package arrangement. When a lumber dealer buys five houses the factory sends a trained erection man, usually two of them, to stay with the dealer during the erection of the first two houses. After that training in the field he is on his own. It is estimated that a house can be put up in 300 man-hours but houses have been erected in 200 hours.

Eighteen such houses have been completed or are now in course of erection in Naperville, Ill., and out of it a program called "The Naperville Plan," has been developed. Under this plan the veteran owns his lot. Local banking interests finance the house

seventeen

Advertisers
Spend
more
money
in Seventeen than in all
other youth magazines combined *

*

Approximately 67% of all the money spent on advertising in the youth publications went to SEVENTEEN, the young girl's service magazine, in the first nine months of 1946. DITTO—82% of all the money spent on apparel advertising! DITTO—72% of all the money spent on toiletry advertising!! DITTO—39% of all the money spent on "home" advertising, the bulk of it from advertisers in the home furnishings and appliance fields!!! —Leading National Advertisers report

100% and it is paid for at the rate of \$30 a month.

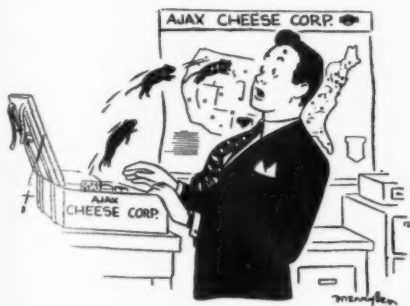
In practice at Naperville, five houses are bought by five veterans at a time. These five, working cooperatively as a crew, put up the houses one at a time. This saves them considerably in erection costs. When a group of Naperville veterans recently got stalled because of lack of soil pipe they made a deal with a local foundry to cast it for them. Electrical and plumbing work is done by professionals, as required by law. When completed each house is equipped with everything required for "living" except the stove and the refrigerator.

Title Without Cash

The Veterans Administration appraiser has set a valuation on the finished houses at Naperville of approximately \$6,100, based on an \$800 lot and a full cement-block foundation. Actual cash outlay represents less than \$5,000, so the full amount of a conservative mortgage loan completely reimburses the revolving fund at the bank. The veteran has title to his house with no cash investment and, based on a 20-year mortgage, interest and principal can be repaid at the rate of approximately \$30 per month. Interest is at the rate of 4% as provided in the GI Bill of Rights.

The Homeola Corp. points out that this type of "package home" merchandising will not be operative in the larger cities where ordinances and building codes make such construction impossible. It is aimed to supply low-cost homes in smaller cities and towns where regulations are less severe. It is especially emphasized that the plan leaves the house building business, insofar as materials sales are concerned, in the hands of the lumber dealer where it always has been and so does not disrupt accepted merchandising methods.

Early in October a contract was signed by the Reconstruction Finance Corp., and approved by Wilson W.



Wyatt, director of the National Housing Agency, which guarantees that the Government will buy from the company all houses unsold after 30 days at 90% of the established price. Mr. Willis informed Mr. Wyatt that he plans to produce 19,400 houses in the next 15 months. This is the first guaranteed-market low cost housing contract so far signed.

The Government contract was granted Homeola under a provision of the Wyatt-Wagner-Talf-Ellender Bill passed last May.



**the St. Paul Dispatch
and Pioneer Press are
the Only Daily Papers
Read by 90% of the
331,000 people in
the St. Paul A.B.C.
city zone.***

*Less than 10% of the people in the St. Paul City Zone read any other daily newspaper.

RIDDER-JOHNS, INC.—National Representatives

NEW YORK 342 Madison Ave. CHICAGO Wrigley Bldg. DETROIT Penobscot Bldg. ST. PAUL Dispatch Bldg.

all business is local

Advertisers (maybe you're one of them?) often think of themselves as "national" advertisers. They make the same advertising effort the country over. Yet two recent brand preference studies show that a nationally advertised packaged food product is bought by 30% of the families in one city, by only 13% in another.

That's because markets (your markets, too) differ as people differ . . . in tastes, in reading habits, in buying habits. The one sure thing in advertising is that every sale you make is a *local* transaction . . . a local consumer buying from a local dealer.

That's what makes newspaper advertising so effective. Newspapers today are at an all-time high in circulation . . . 51,000,000 every weekday in the U. S. and Canada. They are the biggest mass medium. Yet they give *you* effective control . . . enable you to build sales *where* you want them *when* you want them, at low cost.

We've got lots of market information on tap. Some of it may be just what you're looking for in your business. Why not ask us about it?

bureau of advertising

AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION

370 LEXINGTON AVE • NEW YORK 17 • CAledonia 5-8575



prepared by the Bureau of Advertising and published by The Times-Picayune and New Orleans States in the interest of more effective advertising

I Say Pilot-Salesmen Should Sell Aviation Insurance

BY ROBERT A. LATIMER

Why not talk the prospect's language? Why not meet him on his own ground? Our five ex-GI pilots rent airplanes for sales trips several days each week to cover an ever-widening area dipping into five Middle Western states.



SALESMEN-PILOTS: Newspaper advertisements for flyers interested in selling aviation insurance—and flying on the job—brought 125 applicants. Here are the first five airborne salesmen with their boss, L. R. Felker (second from left).

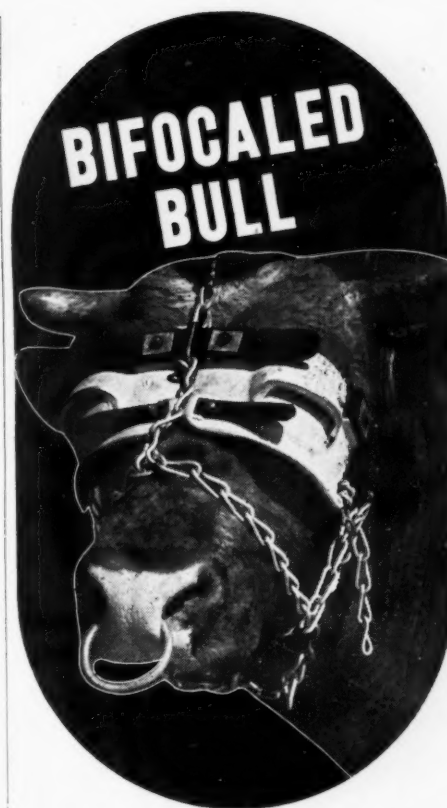
On the theory that the man most logically qualified to sell aviation insurance is the active pilot who knows the ins-and-outs of flying risks, Laclede Insurance Agency, St. Louis, Mo., has taken to the air from a sales standpoint.

Writing a big slice of all aviation insurance sold in the aviation industry in the Middle West, Laclede Insurance Agency now has five flying salesmen whose business is calling upon airports scattered over Missouri and Illinois. Geared up for long-range success in the aviation insurance field, the company believes that its salesmen should travel in the most logical manner—by air—and be pilots.

It all came from an idea brought forth by L. R. Felker, vice-president of Laclede agency, who, last March, decided that experienced insurance brokers, no matter how well-versed in general underwriting, were not the men to handle the peculiar problems of aviation insurance. At the same time, he reasoned, from among the thousands of ex-Navy and Army

pilots in the Missouri-Illinois territory, the agency might be able to obtain aggressive, ambitious young men who could talk the aviation language. "The problem had me licked for several months," Felker confessed, "I knew that aviation insurance would grow as a field, just as rapidly as the industry itself has grown. At the same time, I didn't want our veteran brokers to take on new accounts and problems with little or no experience with aircraft. The upshot of the problem was running a newspaper advertisement asking for young men, preferably ex-service pilots, with aviation experience."

That was last March. The reaction was tremendous. In two days 125 youthful flying enthusiasts swooped down on the company office at 120 N. Broadway, St. Louis. After he whittled the list down to 65, Mr. Felker chose a list of ex-pilots with sufficient past sales experience in the intangible classification, and finally came up with the five flyers who are proving that service training can have a pay-off.



In the little town of Platteville, Wis., a farm inventor has tamed more bulls than all the matadors in history.

One night after two of his friends had been killed, both by bulls, Henry Masbruch had a dream. Out of that troubled night's sleep came the idea for a blindfold bull halter—a smoothly molded metal hood with "bifocals" that permit the bull to see downward to graze but cut off his forward vision when he lowers his head to charge.

Far more humane than a staff or chain attached to the nose ring, Masbruch's halter makes any bull safe—has saved hundreds of farmer's lives.

After advertising it in dozens of farm papers throughout the country, Russell Manufacturing Co. reports that *The Nation's Agriculture* always ranks at or near the top in response from readers—has produced more cash sales.

There must be a reason.

Investigate—

The Nation's
AGRICULTURE

OFFICIAL PUBLICATION FOR

973,537

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★ **AMERICAN FARM BUREAU
FEDERATION**

58 E. WASHINGTON ST., CHICAGO, ILL.

NOVEMBER 20, 1946



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• Ashland, Ky.	WCMI (CBS)
• Huntington, W. Va. }	WBIR (ABC)
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• Lexington, Ky.	WMOB (ABC)
• Mobile, Ala.	



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WHAT'S YOUR PROBLEM?

No charge for primary consultation by mail on marketing, sales planning, promotion and advertising. 25 years experience with national advertisers.

H. B. FULLER
Sales & Advertising Counsel
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Atlanta 3, Ga.

Since that time, the five men who make up the flying sales crew, have been landing at airport after airport in the Missouri-Illinois area, insuring mushrooming airports, private planes, ground equipment, hangars, and in fact every phase of private aviation. In all cases, the five men fly.

"Of course, it would be possible for us to do business by driving automobiles to the airport," Mr. Felker concedes, "but as we reason, why not talk the prospect's language? Why not meet him on his own ground? So our boys rent airplanes, take two-men trips several days each week, and cover an ever-widening area which will eventually dip into five states. They work out their own itineraries, as flight plans on a huge chart, using the same type of pins associated with military strategy to outline sold and unsold prospects. All of the boys have commercial licenses, all of them can handle the light planes they use on the jaunts, and they work out a unique system of coverage and service."

Flying insurance salesmanship is a dream come true for the ex-GI pilots. All of them want to fly—just as much as possible, and here was an opportunity to fly and earn simultaneously.

The five men are Oliver J. Steidemann, J. Robert Burrill, Norman F. Nissing, Ralph Whitworth and Allen G. Gluntz. Mr. Steidemann was an Army pilot, and the others were Navy flyers. As an example of what Mr. Steidemann thinks of the flying salesmen idea, here's his own story:

"I came back from war to find my own catering business shot," he recalls. "I couldn't buy a truck, I couldn't get an airline job, and there was no opportunity open anywhere in aviation. Then I found Mr. Felker's advertisement. I was lucky enough to have some sales experience and with plenty of flight time in the Troop Carrier Command, I was ready to start right away.

"We are going to fly and sell on a non-competitive basis. There will

be no rebates, low rates, and entertainment for customers. Instead, we'll operate on a standardized sales basis, cover every airport in the Middle West, hitting the airport's manager exclusively from the air. We pool all accounts, contacts, prospects, and even our selling ideas." Mr. Steidemann explains, "If one of us makes a sale or has a client interested, the others know about it and help out in any way they can. Once the insurance is written, if the client calls up and wants quick service on his account, any one of us can fly up and do the job at any time. We all know each other's accounts, and co-operate all the way through."

Plan to Buy Planes

At present, unable to buy new aircraft equipment quickly, the Laclede agency is leasing a plane, which is rotated among the five salesmen in turn. As soon as possible, the agency will buy individual new equipment when the new models are on the market. From these light planes, the five flying salesmen will insure hangars, planes, equipment, passengers, liability insurance to cover crashes on a flexible basis. A small-town operator who wants to put on an air show, but is dubious about the opportunities for excessive costs, can insure his entire operation for a single day. Or he can insure it for 20 years if he wants.

All of the five ex-service pilots are being trained to sell every type of insurance. Mr. Felker has worked out a regulation on-the-job training program, whereby each of the flying insurancemen learn to talk insurance to anyone from architects to electrical engineers. Naturally, the GI Bill of Rights made it possible to do this on an economical basis. By the time the five are finished with their training, they will write life insurance, fire insurance, general casualty insurance, etc.—but always keeping the aviation identity intact, they will specialize in aeronautical insurance.

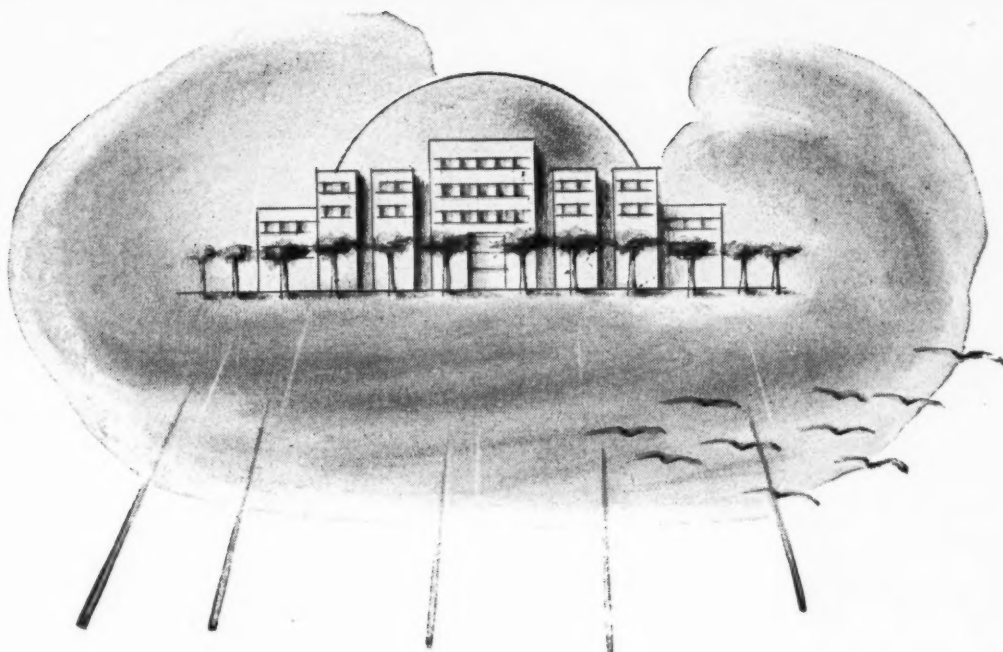
WHO'S GETTING THE LIONS SHARE?

How the American Negro spends ten billion dollars annually is a vital question, to which we will soon have the answer. The Research Company of America is making a brand preference study of the 25 principal areas inhabited by Negroes in the U. S. This is the only study of its kind ever conducted. Reserve your copy on your letterhead now. We serve 24 times as many Negro papers as all other representatives.

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Dream Hospital...

The hospital depicted here exists only in the hearts of men and women who are losing the grim battle with cancer. And in the imagination of other men and women who want desperately to provide a haven for these victims in need of hope and care to sustain them in the few months or years still remaining to them.

Actually, there is not a single such hospital anywhere devoted exclusively to these unfortunates who *may* be beyond the help of medical sciences, but who are still certainly in urgent need of hospital care. And only a limited, woefully insufficient number of beds available to them in other hospitals.

During the long years of the war we gave up our plans for the building of this dream hospital... **Hope Institute.**

But now we are more than ever determined to see it rise in stone and steel. A model hospital, the first of its kind... cheerful and comfortable in every way... with more the atmosphere of an apartment hotel than of a cold institution. Where the patients, depending upon their condition, can enjoy the warm hospitality of lounge and dining room, or retire to the merciful seclusion of a private room.

What do we need to build this hospital now? **You.** Every dollar or penny you can scrape together for it. Whether or not you know this tragedy from bitter personal experience... the tragedy of whole families, endlessly frustrated in their determination to care for a doomed member... give as generously as you can. Please fill out the coupon below and mail with your contribution. It will make this hospital more than a dream.



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THE NATIONAL FOUNDATION FOR THE CARE OF ADVANCED CANCER PATIENTS

NOVEMBER 20, 1946



The Policy Behind DoAll's "Packaged Shop" Program



PREVIEW: Ex-servicemen or others who want to go into business for themselves find out what machines, what sizes, which make.

Thousands of men became expert mechanics while in the services. To help these ex-GI's go into business for themselves, the DoAll Co. has set up model repair and service shops which promote products of scores of manufacturers.

Hundreds of ambitious veterans discharged during the past year have achieved occupational independence through application of the basic principle, the truth of which often has been demonstrated, that a small business performing adequately a service which is needed in any community, is likely to be successful.

To make it possible for veterans and others having knowledge and experience in the industrial crafts to go into business for themselves, the DoAll Co., Minneapolis, is merchandising a "Packaged Shop" program to meet the needs of all kinds of service, repair and light industry manufacturing plants.

DoAll's packaged shops come fully equipped for each of the following: pattern making, sheet metal, wood working, welding and ornamental

iron work, tool and die making, inspection laboratory, machine shop and locker, meat cutting and storage shop.

Although DoAll manufactures only a few of the items which are required to equip a shop in any one of these classifications, the company furnishes lists of equipment which the embryo industrialist will need to go into a particular kind of business.

In so doing, DoAll is plugging sales for scores of other manufacturers, many of whom are competitors for some of the machinery DoAll makes. But the over-all promotion has made for good business and increased sales for DoAll.

For as little as \$3,568 under the packaged shop program it is possible to buy all the equipment a person

needs to set up a standard sheet metal shop.

DoAll does not sell nor profit from the sale of equipment and machinery built by other companies which are needed in the packaged shops which DoAll designs.

In order to stimulate interest and promote the idea a publicity and merchandising campaign has been carried on through schools, libraries, chambers of commerce, YMCAs, USOs, veterans information centers with the result that nearly 30,000 inquiries have been received during the past year.

To demonstrate how a service and repair shop in metal work should be equipped and laid out, a streamlined machine shop has been set up in the company's factory. The shop is relatively small in structure, only 20 by 30 feet to demonstrate that a one-man shop need not be large. Streamlined for efficiency, the equipment can be housed in the back of a store, a three-car garage or even in the basement of the average home.

Machinery and tools used in this shop were selected by industrial planning engineers to meet the needs

SALES MANAGEMENT

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This, Mr. Subscriber, is *Sales Management's* renewal percentage . . . that time-honored index of a publication's readership. It is the highest in the history of *Sales Management*. It is the highest in the history of the sales-advertising field.

You helped make possible this record-breaking renewal percentage. Thank you!

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double play

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Ads in State Teachers Magazines reach 710,000 teachers, and through their students have a potential *additional* influence in millions of homes.

Take products related to nutrition. Sixty-nine per cent of America's teachers teach this subject to their classes (68.5% advise pupils individually).^{*} Because students look up to and respect teacher, this advice often influences home buying habits.

Get the complete story. Write today: State Teachers Magazines, 307 N. Michigan Ave., Chicago 1.

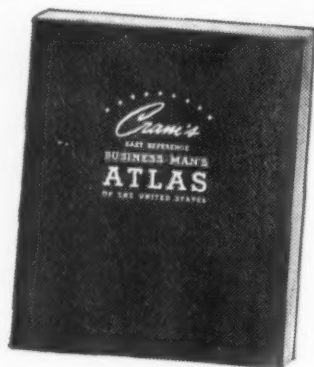
^{*}Recent cross-sectional teacher survey.

Georgia C. Rawson, Manager

Reaching America's Most Influential Market

State Teachers
MAGAZINES
710,000 Subscribers

An association of 43 state teachers magazines



FIRST AID To SALES MANAGERS For Efficient Sales Planning

The first—and only—atlas of the U. S. designed especially for the business man's use. Gives all the territorial data the sales manager needs for planning sales and distribution programs. Three maps of each state (commercial, county outline and highway). Size 12" x 15", 240 pages, loose-leaf binder, flexible cover. Eye-ease treated. Complete, accurate, up-to-date. Price \$10.00.

Sent on free 10 day examination basis. Descriptive folder on request.

THE GEORGE F. CRAM CO., INC.
730 E. Washington St., Indianapolis 7, Ind.

of the beginner-shop-operator. Counsel is provided on machinery and equipment not made by DoAll.

Acquisition of the equipment necessary to set up shop for veterans is made possible under the GI Bill of Rights. The DoAll Co. offers an eight-weeks course in shop operation to help the novice get started. The company also has blueprints describing uses of equipment made by others.

L. R. Rothenberger, general sales manager, says the whole merchandising plan has been successful beyond the company's fondest hopes. The result has been the building not only of sales, but of good-will, and not just for DoAll but for the manufacturers of associated lines as well.

There are reasons why veterans have been selected as good prospects for the packaged shop idea. One is that thousands of returned soldiers, sailors and marines went into service almost upon completing high school and before they had much opportunity to decide what they wanted to do with their future. While in service many thousands became specialists in one branch of mechanics or another. There are hosts of these young men who would like to follow and develop in the lines the services taught them if the opportunity were available. DoAll believes the packaged shop idea is the answer.

The program is being promoted not only at the company's main plants and offices at Minneapolis and DesPlaines, Ill., but also at the 35 distributing offices in principal cities in the United States, Canada and Mexico and by 110 representatives in the important foreign countries.

In stressing the occupational independence which the newest idea, the packaged shop, offers, the company tells the prospect:

You can build up an income proportional to the time, effort, and ingenuity that you put in, barring circumstances beyond your control.

Assuming that you start a basic service enterprise, it is likely that the volume of business and resulting income will be fairly constant during normal times.

There is opportunity to make a small business grow into a vast and profitable industry. You are your own boss; you cannot be discharged by an employer.

As an independent businessman, you will acquire prestige and standing in your community. Your sons can succeed you in an established business and benefit from the good-will you have built.

Against this rosy picture, DoAll cautions the young industrialist that the road to success can be hard and tough. The company suggests he forget the 40-hour week, vacations with pay and the like.

Here are some other things about which the prospective shop owners are cautioned:

You may have to obtain credit and extend it to others. There is always bookkeeping to be done and probably government forms to be filled out. There must be capital to start and reserve to tide over slack periods. Established good-will can be lost quickly through carelessness and indifference. There are more responsibilities in being an independent operator than in being an employee.

Sale of the Month

There's a "Gift of the Month," a "Record Album of the Month," a "Book of the Month" . . . and now—there's a "Sale of the Month."

To encourage its salesmen to develop new sales techniques, United Air Lines recently instituted a "Sale of the Month" program which has its sales forces vying with each other for new business. The idea, says B. B. Gragg, United's director of traffic and sales, has stimulated the ingenuity of outside and counter sales people and has spotlighted "proven selling technique."

The plan works like this: Each district traffic and sales manager sends in details of what he thinks are the best selling jobs of the month by personnel of his district. A panel of judges reviews the nominations and decides on the systemwide "Sale of the Month" from each classification.

During August, for instance, the outside "Sale of the Month" was turned in by William Spence of United's Oakland office. Spence sold a volume travel plan to a railroad whose previous policy was against the use of air transportation by its personnel. The contact resulted in sales to two other operating companies.



WATCH ST. PETERSBURG GROW!

Its population (now 85,184) increased 42% since 1940. Its bank deposits increased 375%. Its retail sales are growing, too, and advertised products lead the parade.

The Tampa-St. Petersburg Market is one of the best in the South—and St. Petersburg is 40% of it, reached only through its own daily newspapers. No outside newspaper has as much as 400 average daily circulation here.

ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)
 Represented nationally by
Theis & Simpson Co., Inc.
 In Florida by V. J. Obenaus, Jr., Jacksonville

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 U.S. CITY IN SALES INCREASE

SALES + SERVICE UP
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and sell it best with

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KSDJ is the broadcasting brother of San Diego's Great Newspaper the Daily **JOURNAL**

Purnell H. Gould, Gen. Manager
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REPRESENTED NATIONALLY BY
FREE & PETERS

NOVEMBER 20, 1946

Pepperell Studies The Sheet Market

... to help domestics retailers prepare for stiff competitive selling.

To refresh the domestics retailer and help him prepare for the coming stiff competitive selling, Pepperell Manufacturing Co. has made a study of the basic facts that underlie the sheet market and its successful selling methods. The study was made with but one purpose in mind—to provide factual information to the people interested in selling sheets, and to bring into sharp focus the market that exists for this product. To accomplish this Pepperell had one of the large survey organizations go right to the source of demand—the American housewife. She buys the sheets and her ideas, her preferences, her habits, and her attitudes are the keys to successful merchandising, Pepperell management points out. Summarized, the survey shows that:

1. The typical American family owns 15 sheets for three beds, an average of 5 sheets per bed.

2. On the average, women buy sheets every 21 months, but nearly half the women buy *some* sheets each year.

3. Sheets are usually bought in units of two, and the average family purchases 2.8 sheets per year.

4. Sheet purchases are almost equally divided between department and chain stores, but in cities of over 50,000 department stores get 73% of the business.

5. Two qualities most desired by sheet shoppers are texture and long wear.

6. Muslins make up the bulk of the business with 8 out of 10 homes using some muslins, and 5 out of 10 homes using some percales. Three out of 10 homes use some of both.

7. Nearly one out of every 5 women now want colored sheets, just double the demand in pre-war days.

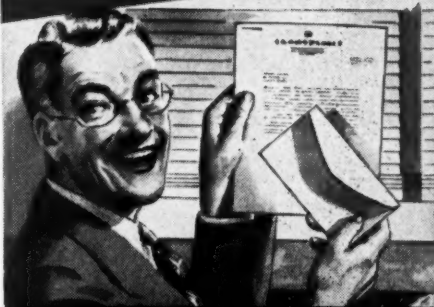
8. Only 34% of the women buy pillow cases when they buy sheets.

9. In normal times 60% of the women buy sheets when they are needed, and 40% wait for sales.

10. In buying sheets, only 38% of the women always buy them in the same store, but more than half of all women enter a store with a specific brand in mind.

"With these vitally important facts at hand the domestics dealer is in a strong position to plan his sheet selling strategy constructively with full confidence in the results," Pepperell management maintains.

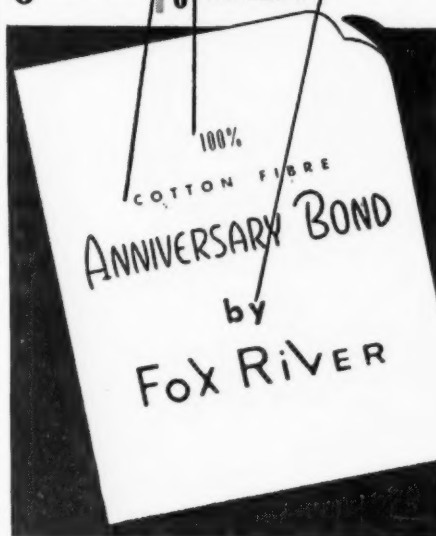
In outgoing mail-



THE WATERMARK IS YOUR *quality guarantee*

BE SURE
 IT SAYS
 3 THINGS

- 1 Does It Contain Cotton Fibre?
- 2 How Much Cotton Fibre?
 25%-50%-75%-100%
- 3 Who Made It?



• Here's a fool-proof method of obtaining quality business stationery . . . quality and prestige-building paper.

• The finest papers are made from cotton fibre — the more cotton fibre, the finer the paper. Finally, it should reveal who made it . . . like Fox River, who has been making fine cotton fibre papers since 1883.

• Ask your printer, lithographer or engraver about these Fox River papers: Anniversary Bond, 100% C.F., Old Badger Bond, 75% C.F., English Bond, 50% C.F. and Dictation Bond, 25% C.F. He'll be glad to recommend the correct paper for each of your business needs.

*Cotton Fibre

BOND, LEDGER AND ONION SKIN PAPERS



FOX RIVER PAPER CORPORATION
 418-K South Appleton St., Appleton, Wisconsin

JANUARY, 1, 1947

WOC goes
basic **NBC**

5000 Watts, full time
1420 Kilocycles

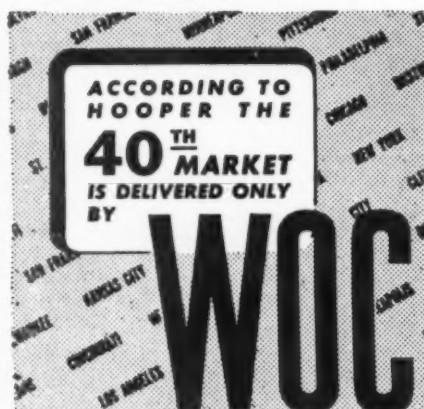
---for the

QUAD Cities

(DAVENPORT, ROCK ISLAND)
MOLINE, E. MOLINE



Since 1943, Hooper surveys have shown that only WOC delivers the Quad-Cities—the largest metropolitan area between Chicago and Omaha; and between Minneapolis and St. Louis. It's the 40th retail market in the nation, with approximately 218,000 population.



DAVENPORT, IOWA

B. J. PALMER, President

BURYL LOTTRIDGE, Manager

5000 WATTS—1420 Kc.
FREE & PETERS, INC., National Representatives



Wartime Clothespins Banish Washday Blues

The Missus' complaint about the clothespin shortage inspired some Sunday afternoon doodling and a new all-plastic clothespin. Thirteen months later Mastro Plastics Corporation's sales had exceeded 100 million clothespins.

Since Eve, women have used wooden clothespins. That is, until a year and a half ago, when plastic clothespins were put on the market. Within the 13 months after that, more than 100 million were sold. And William J. Dougherty, vice-president and sales manager of Mastro Plastics Corp., which manufactures the new clothespins, says the company expects to sell a total of 220 million in 1947!

Here's how the product was born. Mario Maccaferri, a New York manufacturer of plastic reeds for musical instruments, listened to his wife's war-weary complaint that she urgently needed clothespins and could find none in the stores. So he set out to make some for her.

It was a Sunday afternoon, and a piece of plastic—but no wood—was handy; so he made some pins of the plastic. Mrs. Maccaferri liked them, and her friends liked them—and so he decided to put them on the market. Right from the start, women bought all his plant could make.

It soon became necessary to move to larger quarters. The company found a building with 50,000 square feet, and put in over half a million dollars' worth of machinery and dies,

and adopted the name of Mastro Plastics Corp. A sales organization, headed by William J. Dougherty, was set up to sell through jobbers to retailers in the food, hardware and house furnishings fields.

Mastro clothespins lend themselves to aggressive promotion. There are several arguments in their favor, and the company is bearing down hard on these. For one thing, there is their distinctive and attractive shape. Then they are made in a variety of colors, which can be capitalized in their packaging.

They are packaged in two ways. One of these is the method of being attached to cards, 12 to a card, lined up in rows. The retail price of a card is 25c. They are also sold in a household box of 49, for \$1, the box having two cone-shaped "windows" to reveal the colorful pins inside. Several combinations—all cards, and cards and boxes—are offered to retailers.

Another point stressed in Mastro advertising is the cleanliness of the pins. They may be washed. They do not stain or harm delicate fabrics. They are also specially designed to fit the hand so they may be easily put into place. The inner surfaces are

SALES MANAGEMENT

SALES LINE: Hanging out the wash (left) is logical way for Mastro Plastics Corp. to advertise its all-plastic clothespins at recent National Hardware Show, New York City. Miss Chicago of 1946 (below) adds to interest in Mastro's giant revolving clothespin.



wavy (This feature is patented.), and this is said to insure a good grip on fabrics, whether the clothesline be heavy rope or a thin wire. All these qualities are stressed in advertising of the product.

Mastro clothespins are nationally advertised, in *Good Housekeeping*, the *Ladies' Home Journal*, *Better Homes and Gardens*, and in business papers in the food, hardware, house-furnishings and other fields. H. B. LeQuatte, Inc., is the advertising agency.

The product is unusual in that it draws quite a volume of mail from consumers, many of whom write about the new uses they find for it. Women use the pins for curtain tie-backs, as decorations for their hats, and as playthings and teething rings for their babies. Men say they use them as tie clasps (though they seem large for that purpose). A rabbit breeder bought 30,000 pins to hold rabbit pelts, saying they hold the del-

icate skins without marring them. One woman wrote that she now enjoys seeing her freshly washed lingerie hanging in the bathroom, as the plastic pins make her underthings look so pretty!

Mastro pins lend themselves to promotional effort, and to attractive displays. The company sets a good example in its own novel displays at trade shows. There were ideas for retailers, for instance, in the Mastro exhibit at the National Hardware Show, where clothespins attractively arranged in their packages formed a background for the display. There was also a six-foot-tall model of a clothespin which revolved slowly on a pedestal. Lingerie and Nylon hose were suspended from a clothesline by pins of various colors. The words, "MASTRO CLOTHESPINS," were also spelled out in big black letters on sheets and towels hanging from one line, and the articles were made to wave in a breeze created by a blower directed toward them. Samples of the pins were distributed to visitors from barrels, with pretty girls as the dispensers.

Having done very well by adding clothespins to a line of musical reeds, the company is understandably planning to expand further during the next year. New items will be companions to the clothespins and will fit into the distribution program built for those articles, which are going into foreign as well as domestic markets.

Judging by present indications, plastic clothespins will become commonplace in the next few years. Even now, though they are still new, the mind accepts them readily, and we only wonder, "Why didn't someone think of them earlier?"

NOW ON SALE!

AT LEADING STORES EVERYWHERE!

MASTRO CLOTHESPINS

designed to serve you better,
are made of colorful, sturdy
plastic...have a master
grip...give master service

ECONOMICAL • 12 for a quarter

*Always Clean
Always New*

MASTRO PLASTICS CORP.
3040 WEBSTER AVE. • NEW YORK 27, N. Y.

COPY THEME: Business and national publications carry the "Always Clean—Always New" story to both trade and the public.

Tires FOR THE TRICYCLE SET



All this rush and crush for tires isn't limited to the automobile and truck owners. There's an even greater one under way among the makers of scooters, tricycles, coaster wagons and other vehicles that the youngsters like to ride.

It's another reason why the Akron-centered rubber industry, already bulging at the seams trying to satisfy the needs of a tire hungry public, is kept extra busy trying to meet the pent up demands for the younger set.

All this adds up to make Akron the ideal Market for your sales promotions and its no secret that the *Beacon Journal* is the only means of telling your story to all Akron buyers.



JOHN S. KNIGHT
Publisher

Represented by
STORY, BROOKS & FINLEY

How to Increase Sales Through Better Media Selection

Part I of a three-article series BY ARTHUR HURD

Director of Media Research, J. Walter Thompson Co.

A method has been developed by which sales managers may determine sales quotas more realistically in terms of market potentials and properly allocate advertising expenditures according to the needs of individual territories.

This method is not a "formula" for sales planning but a tool which the sales manager can use effectively to make every sales and advertising dollar work harder.

It is simply the re-grouping of population so that market and media statistics more accurately represent the influence of large metropolitan centers over nearby smaller communities. The traditional method of classifying markets by city-size does not take into consideration the general urban or rural character of the counties in which the various cities are located.

It is not generally recognized that more than one-third of the population living in small cities and towns (2,500 to 25,000) is actually a constituent part of the larger metropolitan markets of the country. Ap-

proximately one-quarter of the families listed by the census as "rural non-farm" population are likewise within the boundaries of metropolitan markets and therefore "metropolitan" in character.

Boston, for example, with a population of 771,000, is actually the center of a highly concentrated group of cities and towns that have a combined population of over 2,000,000. It is also apparent that the comparatively small cities of Hamtramck and Highland Park, which are completely surrounded by Detroit, belong to the Detroit market rather than to any grouping of cities of comparable size.

In the smaller "city" classification there are many other differences in marketing characteristics. Bronxville, N. Y., for example, with a population comparable to that of Fairfield, Ia., is only 16 miles from New York City and is a component part of a market that includes a group of suburban centers in Westchester County ranging up to 142,000 in population size. Fairfield, Ia., on the

other hand, is the only city of over 5,000 in its county and is 20 miles from Ottumwa, a city of 28,000, and 50 miles from Burlington, a city of 26,000. These two towns are very different in market potentials.

In order to devise a method by which the population could be classified according to its urban or rural characteristics the J. Walter Thompson Co. has re-grouped the 3,074 counties in the United States into eight market classifications under three major divisions. These are:

138 Metropolitan Markets (over 50,000)

A. 7 markets (42 counties) Metropolitan Districts with over 2,000,000 population.

B. 26 markets (64 counties) Metropolitan Districts with centers over 250,000, but with a total population under 2,000,000.

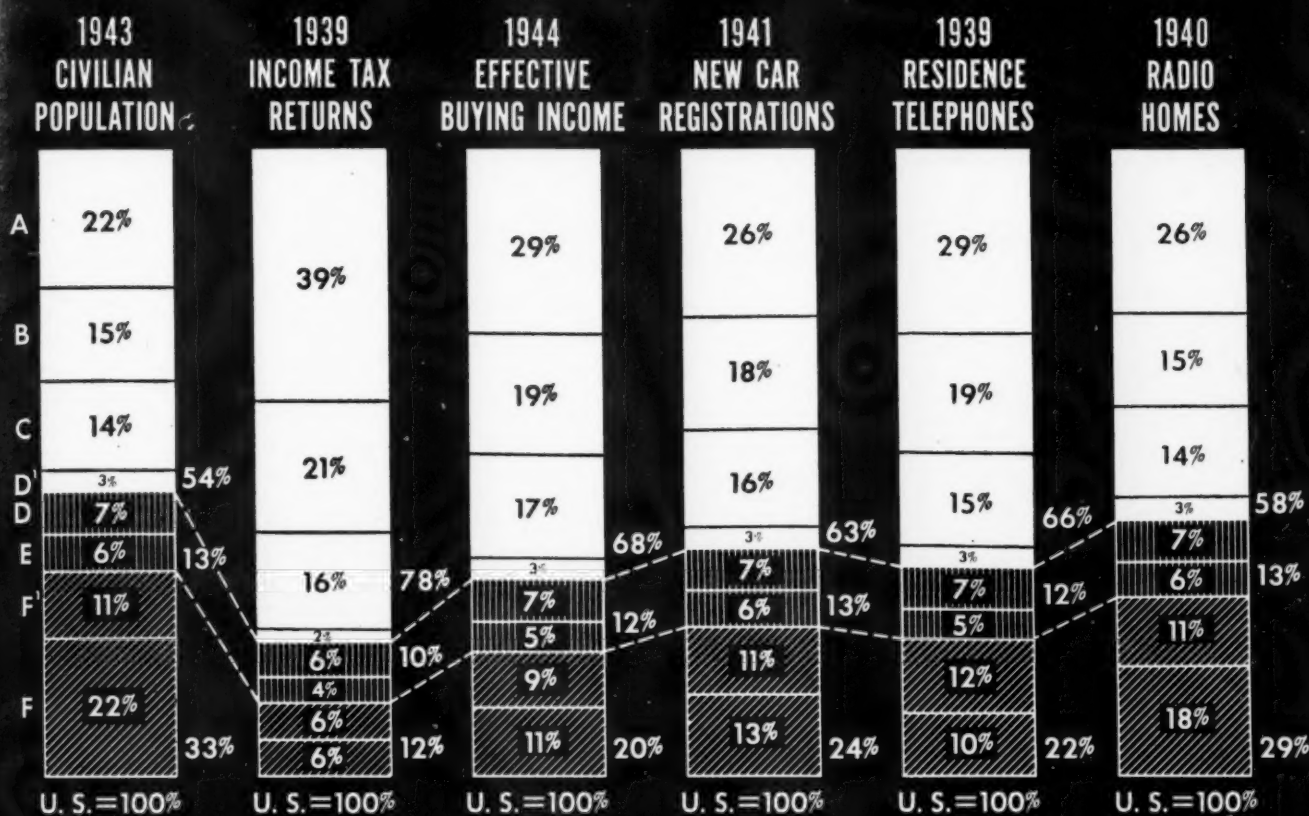
C. 73 markets (103 counties) Metropolitan Districts with centers under 250,000, where the population of the Census Defined Metropolitan

ARTHUR HURD: J. W. T. Old-Timer

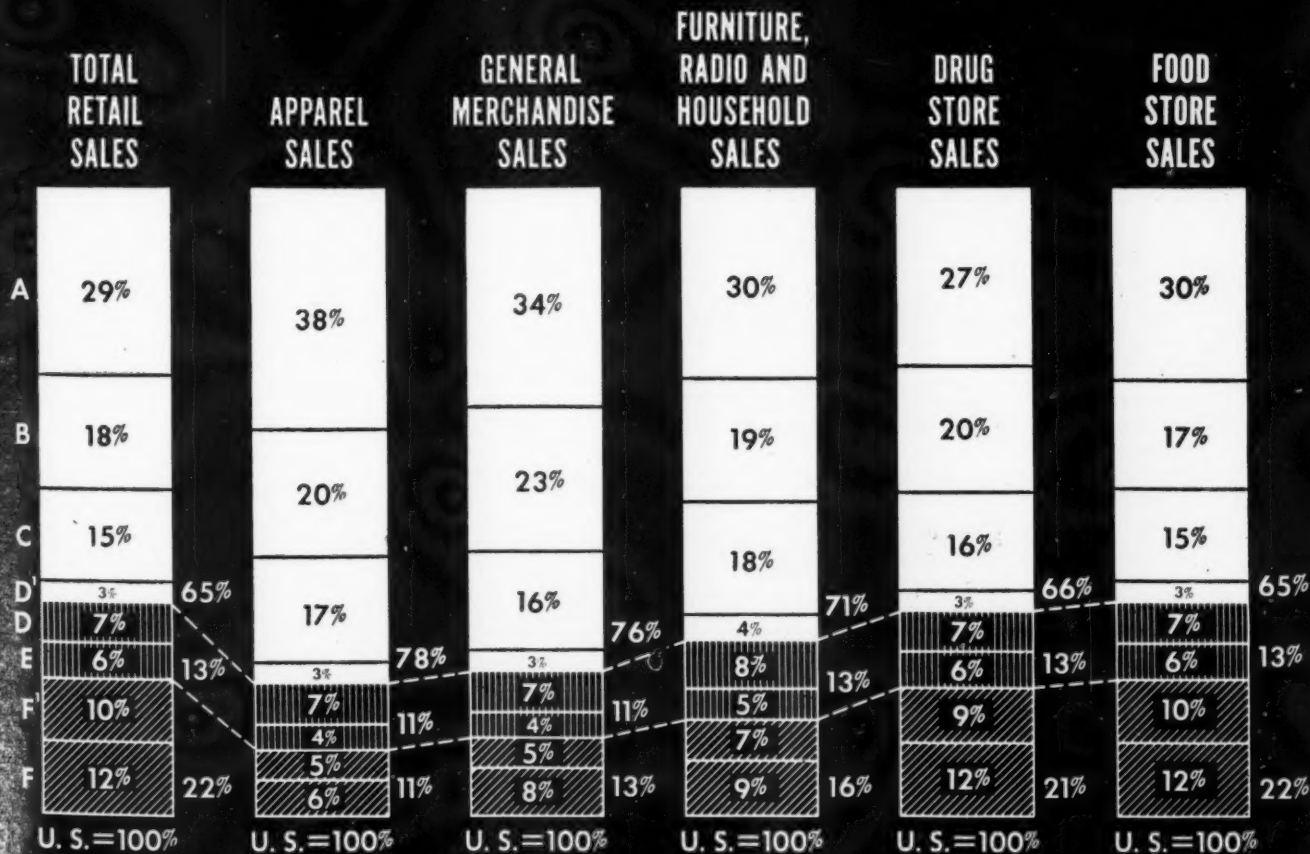
The author of this series of articles is a J. Walter Thompson old-timer. After several years with the agency he decided to get publication experience and served as Research Director of the McGraw-Hill Publishing Co., *Liberty*, and *Newsweek*. In 1943 he returned to his old love, the J. Walter Thompson Co., where as a Director of Media Research he helps to plan the spending of media appropriations for the largest advertising agency in the world. He is a director of the American Marketing Association, chairman of the Association's Foreign Trade Committee, a past president and currently a director and chairman of the Executive Committee of its New York chapter, and a member of the Readership Study Committee of the American Association of Advertising Agencies.



MARKET FACTORS BY J.W.T. MARKET AREAS



WHERE SALES ARE MADE



District is over 100,000.

D-1. 32 markets (33 counties)—counties with centers of 50,000 to 100,000 (also classed by the Census as Metropolitan Districts with District population under 100,000).

386 Small Urban (under 50,000)

D-2. 117 markets (118 counties)—counties with centers of 25,000 to 50,000 (not classed by the Census as Metropolitan Districts).

E. 269 markets (270 counties*) either over 50% urban or having less than 15% "rural farm families" with no city as large as 25,000.

2,443 Rural Markets

(All counties with over 15% "rural farm families" (and not under 50% "rural") with no city as large as 25,000 population.)

F-1. (972 counties) Rural Coun-

ties with above average gross income per farm.

F-2. (1,471 counties) Rest of Country—Rural Counties with below average gross income per farm.

In the approach to these market classifications the starting point was the 1940 United States Census Study of "Metropolitan Districts." Metropolitan Districts in this study included only the contiguous Civil divisions with a population of 150 or more people within a square mile radius. Since the bulk of marketing data (population, retail sales, and income) are reported by counties rather than by Civil divisions the Metropolitan Districts as defined by the Census were adjusted by the J. Walter Thompson Co. to the nearest county lines. This change was later adopted by the Census in compiling the 1943 estimate of civilian population.†

In making the adjustment, these points were considered: The location of each county with relation to the Metropolitan District center and its location in relation to other parts of the District; the location and size of the various cities in the county with relation to the District center; the general urban or rural character of the population of the county; the general occupational character of the county as indicated by the number of gainful workers in various industries; the claims of other Districts upon this county; and, finally, the general character of the surrounding counties.

By this device it was possible to declare all counties touched by the Census Districts as in or out of the Metropolitan Markets with which they were identified. The counties not included in any of the Metropolitan Markets were readily classified as belonging to one of the "small urban" or "rural" markets.

This method of classifying markets should not be confused with the earlier shopping-area grouping of counties. The retail shopping-areas apply primarily to "shopping" and "specialty" goods which buyers will go a considerable distance to buy. The new urban-rural definition of markets applies equally to "convenience" goods such as foods, drug store products and gasoline.

The grouping of counties into metropolitan, or large city market classifications, introduces an element of considerable importance to the sales manager. The 138 Metropolitan Markets account for only eight percent of the 3,074 counties in the United States but they represent from one-half to three-quarters of the total sales of consumer products that do not depend primarily on farm purchasing.

The relative importance of the Metropolitan Markets is shown in charts on page 97. They account for more than three-quarters of the total income tax returns and over two-thirds of the effective buying income. They also include the largest proportion of new car registrations, resident telephones, and radio homes.

The picture is even more graphic when viewed in terms of retail sales. The range is from 65% for food store sales to 78% for apparel sales.

*Yellowstone National Park is considered two counties.

†The two now differ only in the allocation of 15 counties adjacent to Metropolitan Districts. These are shown in the accompanying county listing (pp. 100-101).

EFFECTIVE BUYING INCOME PER CAPITA—1944

Sales MANAGEMENT ESTIMATES BY COUNTIES

J. W. T. MARKET CLASSIFICATION

U. S. Average

Large Metropolitan Markets

A—Met. Markets Over 2,000,000	\$1,501
B—Met. Markets Over 250,000	\$1,482
C—Met. Markets Over 100,000	\$1,380

Other Urban Markets

D ¹ —Met. Markets Over 50,000	\$1,228
D—Counties—Center Over 25,000	\$1,153
E—Small Town Counties	\$1,066

Rural Counties

F ¹ —Above Average Rural Counties	\$912
F—Below Average Rural Counties	\$615

Total U. S. Average

\$1,166

REPRINTS AVAILABLE

The *Sales Management* Editors believe that each of Mr. Hurd's three articles on the development of sales through more efficient selection of markets and media will be marked for study by every sales executive subscriber.

Undoubtedly, subscribers will welcome the opportunity to have the three articles in a single package, easy to file and readily available for quick review. Such a package will be particularly helpful on May 10, 1947 when *Sales Management's* Survey of Buying Power comes off the press.

Thus we have arranged for a substantial number of reprints of Mr. Hurd's articles. If you would like to reserve one or more copies, you have only to drop a line to *Sales Management*, asking for the reprint, "How to Increase Sales Through Better Media Selection." It will be off the press on about December 20. Price 25c.

Since the effective buying income indices developed by SALES MANAGEMENT represent not only the ability to buy, but the inclination of people to *spend*, they are one of the major factors used by J. Walter Thompson Co. for estimating sales potentials. The figures for 1944 have been converted into effective income *per capita* and are shown in the accompanying chart. This shows graphically the difference in family spending power by markets.

The location of the various markets is shown on the accompanying map. Market potentials by individual territories can be visualized by tracing the territorial boundaries on the map or on a cellophane overlay. The charts on page 97 show the market factors that can be used as a guide in developing sales quotas.

When this has been done it is a comparatively simple matter to find out whether the advertising media has been selected in accordance with market potentials and whether each sales territory is getting its share of the advertising appropriation. The method by which this is done will be described in SALES MANAGEMENT December 1.

(Turn to pages 100 and 101 for the J. Walter Thompson classification and list of metropolitan areas.)

NOVEMBER 20, 1946

OPERADIO MANUFACTURING CO. PRESENTS

THE NEW

Explainette!



THE MOST DYNAMIC SALES AND TRAINING AID IN AMERICA TODAY!

EXPLAINETTE "100" is the sound-slide film projector designed to reach *eyes* and *ears* and put *your* story over instantly! *And note this:* The low-cost EXPLAINETTE "100" is truly portable, truly easy-to-operate. Film, screen and unit fit in one handy case — exclusive "Thread-Easy" film guide reduces loading and threading time by 50% — unique fingertip-film-advance really simplifies operation. EXPLAINETTE "100" is available for your sales force today!



OPERADIO
Explainette

SOUND SLIDE FILM EQUIPMENT



FREE!
PIN COUPON
TO LETTERHEAD

OPERADIO MANUFACTURING CO., DEPT. SM-11,
ST. CHARLES, ILL.

() Send free, illustrated folder on the Explainette "100"
() Have your representative give us a free demonstration.

NAME.....

ADDRESS.....

CITY.....STATE.....

J. Walter Thompson Co. Classification of Metropolitan Areas—1940

A. 7 Markets (42 counties) Metropolitan Districts over 2,000,000 population.

B. 26 Markets (64 counties) Metropolitan Districts with centers over 250,000 but total district population under 2,000,000.

C. 73 Markets (103 counties) Metropolitan Districts over 100,000 population but with centers under 250,000.

D-1. 32 Markets (33 counties) Metropolitan Districts with centers over 50,000 but district population under 100,000.

Total—138 Markets (242 counties) with centers over 50,000 population.

Counties Included in J. Walter Thompson Co. Metropolitan Areas

Areas	Counties
"A" MARKETS (OVER 2,000,000)	
New York-Northeastern New Jersey	Bronx, Kings, Nassau, New York, Queens, Richmond, Rockland and Westchester, N. Y.; Bergen, Essex, Hudson, Middlesex, Monmouth, Morris, Passaic and Union, N. J.
Chicago	Cook, Du Page, Lake, Ill.; Lake, Ind.
Philadelphia	Delaware, Montgomery, Philadelphia, Bucks, Pa.; Burlington, Camden, Gloucester, N.J.
Los Angeles	Los Angeles, Orange, Calif.
Boston	Essex, Middlesex, Norfolk, Plymouth, Suffolk, Mass.
Detroit	Macomb, Oakland, Wayne, Mich.
Pittsburgh	Alleghany, Fayette, Washington, Westmoreland, Beaver, Pa.
Total "A" (7 Markets)	

"B" MARKETS (CENTER OVER 250,000)	
San Francisco-Oakland	Alameda, Contra Costa, Marin, San Francisco, San Mateo, Solano, Calif.
St. Louis	St. Louis City, St. Louis Co., St. Charles, Mo.; Madison, St. Clair, Ill.
Cleveland	Cuyahoga, Lake, Ohio
Baltimore	Anne Arundel, Baltimore City, Baltimore Co., Md.
Washington	District of Columbia, Montgomery, Prince Georges, Md.; Arlington (incl. Alexandria City), Fairfax, Va.
Minneapolis-St. Paul	Anoka, Hennepin, Ramsey, Washington, Dakota, Minn.
Buffalo-Niagara Falls	Erie, Niagara, N. Y.
Milwaukee	Milwaukee, Waukesha, Wis.
Cincinnati	Hamilton, Ohio; Dearborn, Ind.; Campbell, Kenton, Ky.
Kansas City, Mo.-Kansas City, Kans.	Jackson, Clay, Mo.; Johnson, Wyandotte, Kans.

Areas	Counties
Providence	Bristol, Kent, Newport, Providence, R. I.
New Orleans	Jefferson, Orleans, St. Bernard, La.
Houston	Harris, Tex.
Seattle	King, Wash.
Atlanta	DeKalb, Fulton, Ga.
Indianapolis	Marion, Ind.
Birmingham	Jefferson, Ala.
Louisville	Jefferson, Ky.; Clark, Floyd, Ind.
Rochester	Monroe, N. Y.
Portland, Ore.	Clackamas, Multnomah, Ore.; Clark, Wash.
Dallas	Dallas, Tex.
Columbus, O.	Franklin, O.
Denver	Arapahoe, Denver, Jefferson, Colo.
Memphis	Shelby, Tenn.
Toledo	Lucas, O.
San Antonio	Bexar, Tex.
Total "B" (26 Markets)	

"C" MARKETS (MET. DIST. OVER 100,000)	
Scranton-Wilkes Barre	Lackawanna, Luzerne, Pa.
Hartford-New Britain	Hartford, Middlesex, Conn.
Worcester	Worcester, Mass.
New Haven-Waterbury	New Haven, Conn.
Youngstown	Mahoning, Trumbull, O.; Mercer, Pa.
Albany-Schenectady-Troy	Albany, Rensselaer, Schenectady, N. Y.
Bridgeport	Fairfield, Conn.
Springfield-Holyoke, Mass.	Hampden, Hampshire, Mass.
Allentown-Bethlehem-Easton ..	Lehigh, Northampton, Pa.; Warren, N. J.
Akron	Summit, Portage, O.
Fall River-New Bedford	Bristol, Mass.
Norfolk-Portsmouth-Newport News	Elizabeth City, Norfolk, Princess Anne, Warwick, Va.; (Including independent cities of Hampton, Newport News, Norfolk, Portsmouth, South Norfolk).
Omaha-Council Bluffs	Douglas, Nebr., Pottawattamie, Ia.

Counties Included in J. Walter Thompson Co. Metropolitan Areas

(Cont'd from page 100)

Areas	Counties
Dayton	Montgomery, O.
Syracuse	Onondaga, N. Y.
San Diego	San Diego, Calif.
Tampa-St. Petersburg	Hillsborough, Pinellas, Fla.
Miami	Dade, Fla.
Richmond	Henrico (Including Richmond City) Chesterfield, Va.
Utica-Rome	Herkimer, Oneida, N. Y.
Nashville	Davidson, Tenn.
Duluth-Superior	St. Louis, Minn.; Douglas, Wis.
Grand Rapids	Kent, Mich.
Oklahoma City	Oklahoma, Okla.
Reading	Berks, Pa.
Canton	Stark, O.
Wheeling	Brooke, Marshall, Ohio, W. Va.; Belmont, O.
Flint	Genesee, Mich.
Fort Worth	Tarrant, Tex.
Wilmington, Del.	New Castle, Del.; Salem, N. J.
Johnstown	Cambria, Pa.
Lancaster	Lancaster, Pa.
Peoria	Peoria, Tazewell, Ill.
Salt Lake City	Salt Lake, Utah
Chattanooga	Hamilton, Tenn.; Walker, Ga.
Jacksonville, Fla.	Duval, Fla.
Saginaw-Bay City	Bay, Saginaw, Mich.
Davenport-Rock Island-Moline	Scott, Iowa, Rock Island, Ill.
Trenton	Mercer, N. J.
Des Moines	Polk, Ia.
Charleston, W. Va.	Kanawha, W. Va.
Tulsa	Tulsa, Okla.
Huntington-Ashland	Cabell, W. Va.; Boyd, Ky.; Lawrence, O.
Phoenix	Maricopa, Ariz.
Tacoma	Pierce, Wash.
Erie	Erie, Pa.
Knoxville	Knox, Tenn.
Harrisburg	Dauphin, Pa.
San Jose	Santa Clara, Calif.
Sacramento	Sacramento, Calif.
Binghamton	Broome, N. Y.
Spokane	Spokane, Wash.
South Bend	St. Joseph, Ind.
Evansville	Vanderburgh, Ind.; Henderson, Ky.
Racine-Kenosha	Kenosha, Racine, Wis.
Little Rock	Pulaski, Ark.
Fort Wayne	Allen, Ind.
Charlotte	Mecklenburg, N. C.
Shreveport	Caddo, La.
Portland, Me.	Cumberland, Me.
Beaumont-Port Arthur	Jefferson, Tex.
Wichita	Sedgewick, Kans.
Mobile	Mobile, Ala.
Altoona	Blair, Pa.
El Paso	El Paso, Tex.
Lansing	Ingham, Mich.
Winston-Salem	Forsyth, N. C.
Atlantic City	Atlantic, N. J.
Rockford	Winnebago, Ill.
Hamilton-Middletown	Butler, O.
Savannah	Chatham, Ga.
Roanoke	Roanoke, Va. (Including Roanoke City)
Austin	Travis, Tex.

Total "C" (73 Markets)

Total "A", "B", "C" (106 Markets)

"D-1" MARKETS (CENTER OVER 50,000)

Fresno	Fresno, Calif.
York	York, Pa.
Greensboro	Guilford, N. C.
Manchester, N. H.	Hillsborough, N. H.
Stockton	San Joaquin, Calif.
Madison	Dane, Wis.
Charleston, S. C.	Charleston, S. C.
Springfield, Ill.	Sangamon, Ill.
Montgomery	Montgomery, Ala.
Columbus, Ga.	Muscogee, Ga.; Russell, Ala.
Asheville	Buncombe, N. C.
Jackson, Miss.	Hinds, Miss.
Columbia, S. C.	Richland, S. C.
Sioux City	Woodbury, Iowa
Waco	McLennan, Tex.
Lincoln, Nebr.	Lancaster, Nebr.
Kalamazoo	Kalamazoo, Mich.
Terre Haute	Vigo, Ind.
Springfield, O.	Clark, O.
St. Joseph, Mo.	Buchanan, Mo.
Corpus Christi	Nueces, Tex.
Topeka	Shawnee, Kans.
Springfield, Mo.	Greene, Mo.
Cedar Rapids	Linn, Iowa
Decatur, Ill.	Macon, Ill.
Macon, Ga.	Bibb, Ga.
Augusta, Ga.	Richmond, Ga.
Galveston	Galveston, Tex.
Durham	Durham, N. C.
Waterloo	Black Hawk, Iowa
Pueblo	Pueblo, Colo.
Amarillo	Potter, Tex.
Total "D-1" (32 Markets)	
Grand Total ("A", "B", "C", "D-1") 138 Metropolitan Markets	

NOTE—These Metropolitan Areas as defined by the J. Walter Thompson Co. on a county basis differ from the Bureau of the Census classification on a county basis as of November 1, 1943 by the addition of 15 counties in the following areas making the J.W.T. total 138 markets with 242 counties compared with the Census total of 137 markets with 227 counties.

Metropolitan Areas

Philadelphia, Pa.
Pittsburgh, Pa.
Cleveland, Ohio
Washington, D. C.
Minneapolis-St. Paul, Minn.
Milwaukee, Wis.
Kansas City, Mo.-Kansas City, Kans.
Portland, Oregon
New Orleans, La.
Youngstown, Ohio
Akron, Ohio
Allentown-Bethlehem-Easton
Richmond, Va.
Wilmington, Del.
Greensboro, N. C.*

County Included By J. W. T., But Not Included By Bureau Of The Census

Bucks, Pa.
Beaver, Pa.
Lake, Ohio
Fairfax, Va.
Dakota, Minn.
Waukesha, Wis.
Clay, Mo.
Clark, Washington
St. Bernard, La.
Mercer, Pa.
Portage, Ohio
Warren, N. J.
Chesterfield, Va.
Salem, N. J.
Guilford, N. C.

*Classified by the Bureau of the Census as a Metropolitan District in 1940 but not included in the 137 Metropolitan Areas in 1943 because less than 50% of Guilford County in 1940 was in the Metropolitan District of Greensboro.

How a Service Adds Value To Branded Fresh Produce

Last year 35 million boxes of fresh fruits and 10 million boxes of fresh vegetables were processed by Brogdexing. What is Brogdexing? It's sterilizing and coating produce with wax to prevent decay and shrinkage in transit.

Growers and shippers of citrus fruits and fresh vegetables have found that it pays to maintain the fresh quality of their products. Consumers quickly recognize improvement in flavor and a large segment of the consumer market is willing to pay moderately higher prices to obtain better quality fruits and vegetables. This trend is leading to more branding fresh produce and to increase in per capita consumption.

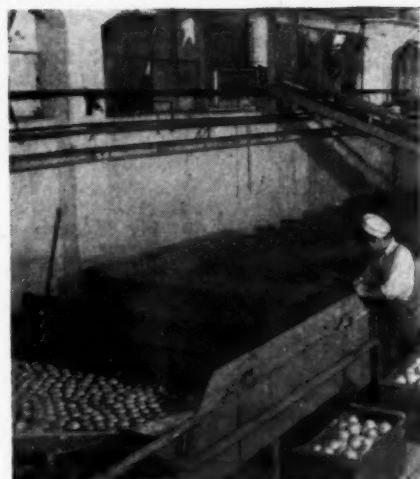
Brogdexing was one of the earliest developments in this trend. What is Brogdexing? Named after its inventor, Brogdexing is two processes. First, fresh fruit or vegetables are washed in a sterilizing solution to kill molds and spores. Then the produce is coated with a film of hot

waxes which seals the fruit or vegetable against molds and spores, and also greatly reduces evaporation.

Brogdexing started in the early 1920's. Last year, more than 35 million boxes of fresh fruits and 10 million boxes of fresh vegetables were treated under the company's patents.

The sales problem of the Brogdex Co. in the beginning was what to sell and where to sell it. The company could sell its equipment outright to growers and shippers—or it could sell the service of Brogdexing crops itself. Service was chosen.

Then the company tackled the problem of how to reach the many different sectors of the fruit and vegetable industry. California had citrus fruit and fresh vegetables go-



BROGDEXING: The first step is to sterilize fruit, then spray with wax to slow shrinkage.

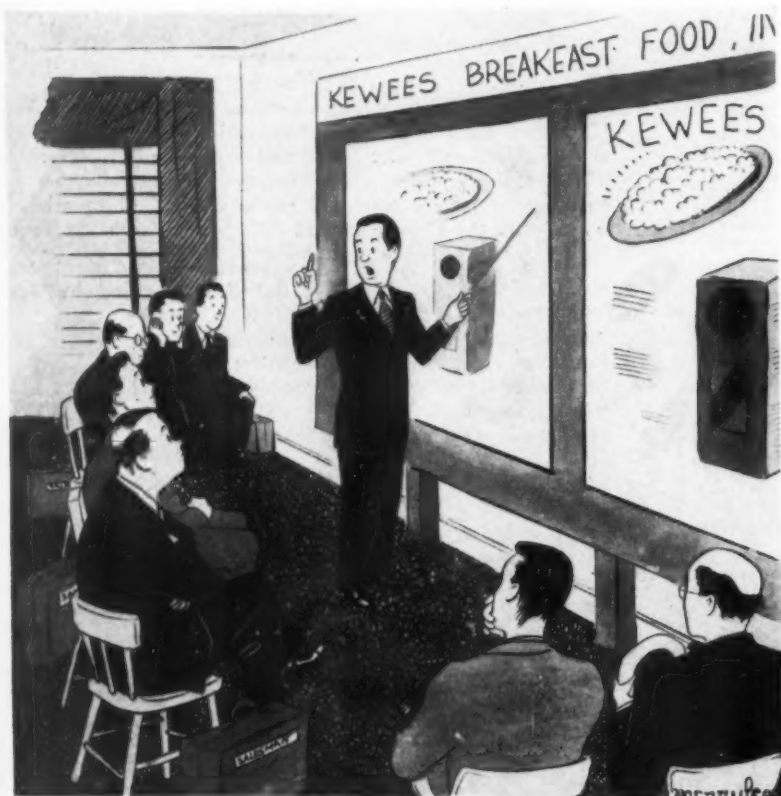
ing to market every day in the year. On the other hand, Florida's citrus crop was shipped over a fall-to-spring season, and its fresh vegetables were marketed in the depth of winter. Apples of Oregon, Washington, Virginia and New England, the prunes of California and the North West, the tomatoes and cantaloupes of the Imperial Valley—this market for a new technical service was almost bewildering in its variety.

As things worked out, the company at first rendered service to the citrus industry alone. However, the Brogdexing process was found applicable to other fruits and to fresh vegetables. The company directed its selling efforts to those branches of the produce industry which seemed to be ready to add this extra sales appeal. Sometimes, the Brogdex Co. was approached by growers and shippers who wanted experimental work done on their products.

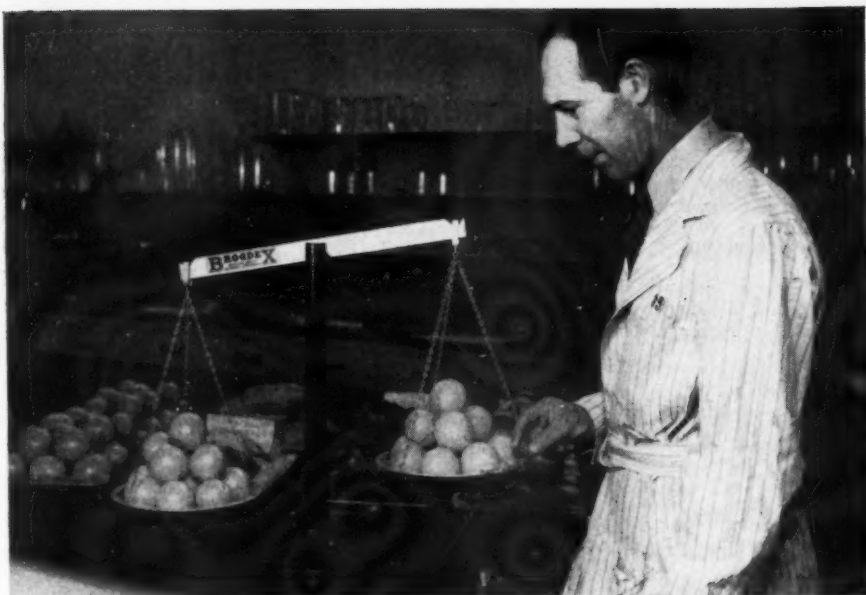
Today, this company has seven branch offices and warehouses in California, one in Arizona, one in Texas, connections in the Pacific North West, in Florida its service is operated by the Skinner organization.

As the Brogdex Co. explored its market and crystallized the selling problems, it discovered that the logical customer for its service was not the individual grower, but the packing house which shipped the products of many growers. Brands under which these products were shipped were noted, among wholesalers, for their consistent quality.

Those packing houses in which the best-known brands were graded and boxed generally made the best sales prospects because the management had long ago learned to get top prices on quality and thus would be immediately interested in any new method of enhancing quality.



"Now the first thing you must remember is the difference between 'snap,' 'crackle,' and 'pop.'"



THE PAYOFF: Brogdexed oranges (left) retain much of their original weight while day-after-day pennies added to untreated pan of oranges (right) show weight loss.

Example: On the New York produce docks, the "Old Faithful" pack of tomatoes stands very high, and generally brings premium prices because a whole carload can be sold by the receiver, to maybe a dozen jobbers, without opening a box to examine condition. That saves time, which is money. The "Old Faithful" quality is recognized by the consumer, even though she never sees the label on the box. More time saved, for the retailer — which is money.

Such produce brands are guarded most jealously, and in a glutted market, when low prices tempt others to grade less strictly, the "Old Faithful" pack is maintained at the same standard, brings good prices, and weathers the storm.

It is these facts that Brogdex salesmen have in mind when they call on their trade. They travel from the main office, visiting packing houses, and branch managers also do much traveling in the field. Service men supervising the process travel from one packing house to another, and are in touch with customers. They report any troubles they may find to the Pomona, Calif., laboratory.

In early experiments, cold waxes in solvents were tried, and abandoned for the present method of spraying hot waxes, these giving better protection. Paraffin wax was used alone at first, in the hot treatment, but it gave the fruit or vegetables only a temporary luster, which was lost on the way to market. Then carnauba wax was added, giving a permanent luster which helped sell fruit and vegetables.

New customers have been found through the enterprise of salesmen in trying the process on unlikely products. Pineapples, bananas, sweet potatoes, beets, carrots and even air-flown gardenias, are now treated, to reach the markets in better condition, and bring premium prices.



★ **GIVE EXQUISITE**
Mary Dumhill

PERFUME and TOILET WATER

Escape

Retailed only
in the most
exclusive
shops



VELVA-SHEEN
MANUFACTURING COMPANY
CINCINNATI 14, OHIO

**SPECIAL
DISCOUNT**
WRITE FOR
DETAILS

BALANCE

for your **ADVERTISING
BUDGET**

**DIRECT ADVERTISING CAMPAIGNS—
Planned, Created & Produced
by AHREND**

AHREND CLIENTS
HAVE WON
21 NATIONAL AWARDS
IN THE PAST 4 YEARS

The scales are tipped in your favor when you use an Ahrend-created campaign because we've been "doing the job" with prize-winning regularity since 1892. Ours is the "know-how" that has won for Ahrend clients 21 national awards in the past 4 years. Ahrend "know-how" that won for a magazine publishing client the DMAA Mail Order Plaque for "The Most Outstanding Mail Order Campaign" of 1946.

And DMAA awards are based on RESULTS produced... results from carefully planned and skillfully executed Direct Advertising.

Try the direct way, the economical way to better results. Let the D. H. Ahrend staff of experts plan your next campaign. Whatever your product or service, our creative direct advertising will promote it successfully... profitably.

D. H. AHREND COMPANY

Creative Direct Advertising

333 EAST 44th STREET • NEW YORK 17, N. Y. • MURRAY HILL 4-3411

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

ADVERTISING

123—A Potent New Sales "Plus:" Flameproofing, by Etna M. Kelley. (Price 5c)

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Pro-

motion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

85—Why Big Advertisers Are Stressing The Story of Their Trade-Marks, by Philip Salisbury. (Price 5c)

MANPOWER PROBLEMS

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 5c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by

Burton Bigelow and Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances among Salesmen, by Robert N. McMurray. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

127—"Dollar-Hour" Travel Costs for Air, Rail, Bus Transportation. (Price 5c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

124—What Type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

116—Frame Your Compensation Plan to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

112—Six Sound Reasons Why You Should Use A Patterned Interview in Hiring Men, by Robert N. McMurray. (Price 5c)

101 — Security - Opportunity - Recognition: Basic Factors in Salesmen's Morale, by Edward McSweeney. (Price 5c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecke. (Price 5c)

PUBLIC RELATIONS

113—How to Hold a Press Conference—A Primer for Management Men, by James W. Irwin. (Price 5c)

REFERENCE TOOLS

134—Retail Distribution in 1946—A Forecast, by W. F. Gilbert. (Price 5c)

133—Shall We Display and Advertise Price? Public Says "Yes!" (Price 5c)

125—N. Y. Buying Groups Increase Department Store Memberships in 1946. (Seventeen principal retail store groups and their national membership in principal cities.) (Price 10c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

103—A Time Saver List of Sources for Maps for Sales Executives. (Price 10c)

SALES MANAGEMENT

128—A Portfolio of Sales Control Forms. (Price 10c)

118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 10c)

107—The Job of the Sales Department. (a chart) (Price 5c)

SELLING AS A CAREER

122—Careers in Sales—What Have They to Offer to Youth? (Price 5c)

95—GI Joe Asks "Shall I Seek a Career In Selling After The War?" by Burton Bigelow. (Price 5c)

SALES MANAGEMENT



Speaking of
COVER

The SAN DIEGO UNION
and TRIBUNE SUN
"Cover" San Diego County
like a 1903 Bathing Suit

97% OF METROPOLITAN
CITY AREA
43% OF COUNTY INCLUDING
UNINCORPORATED AREA

Family units are the BUYING
UNITS you want to reach.
When you find **COVER**
like this, then you can ADD
THE IMPACT OF CONCEN-
TRATION OF DOLLARS!
Your appropriation in San
Diego DOES NOT HAVE TO
BE SPLIT! You get top effi-
ency from every dollar invested
in San Diego Union and
Tribune-Sun space. Ask our
Representatives.



San Diego
UNION and TRIBUNE-SUN
Union Tribune Publishing Co., San Diego 12, California
★
REPRESENTED NATIONALLY by WEST-HOLLIDAY CO., Inc.
NEW YORK • CHICAGO • DENVER • SEATTLE
PORTLAND • SAN FRANCISCO • LOS ANGELES

Counter Card Does Neat Sales Job for Tire Kit

A "Match Patch Motorist's Kit," introduced six months ago is being enthusiastically received by drivers lacking spare tires and those whose tires are wearing thin.

The kit, which retails for 65c, is a compact, self-contained unit which enables the motorist to do his own



SELF-SELLING ITEM: This simple display is a big factor in selling the vulcanizer. The card carries complete instructions so that a salesman's explanation is not necessary.

vulcanizing when stranded with a flat tire. It consists of the vulcanizer, rubber buffer, three Match Patches, heat units and metal pans. A rubber cushion provides upward counter pressure and through its insulating properties holds correct vulcanizing temperatures. Each Match Patch is hermetically sealed in two sheets of cellophane laminated with wax (to protect against moisture and dirt until used).

A product of J. W. Speaker Corp., Milwaukee, manufacturer of Heatabs and Cookits—quick-heat items for campers—the Match Patch kit is being marketed through a merchandising plan with advantages to both distributors and dealers. It is advertised nationally in such magazines as *Esquire* and *Better Homes and Gardens*.

In keeping with Speaker's policy, sales are made only through jobbers. Outlets carrying the kit are car dealers, independent garages, service

stations and automotive supply stores. To facilitate display (important in selling a product of this kind), Speaker furnishes a counter card. This is a simple rectangular poster with an advertising message, and a circle bearing instructions for arranging the display. After reading the instructions, the dealer punches out the circle surrounded by perforations and inserts the vulcanizer through the round hole and folds back the bottom portion of the card—and he has an effective counter display. According to Webster Kuswa, Speaker's advertising manager, the product sells itself through display.

Another feature of the merchandising program for the kit is Speaker's method of reducing individual packing costs, while making it easy for jobbers to sell dozen lots. The company packs 12 of the kits into a single carton containing cells squared off by inserted cardboard liners. When the jobber receives an order



EASY TO OPERATE: The design aids sales. Vulcanizer is compact, self-contained unit which enables motorists to do their own tire repair when stranded with a flat.

for 12 or 24 units, he withdraws a section containing the desired number, puts on a label and ships it. The system makes it easy to store the compact packages below counters or on shelves.

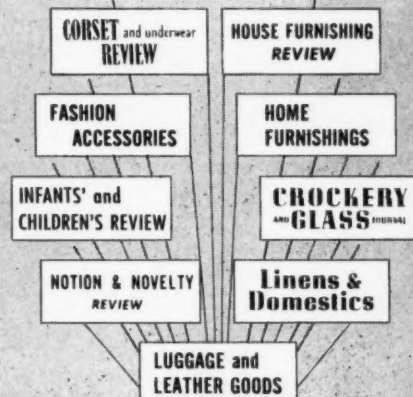
Instructions for using the kit are visible on the label, so that the prospect may learn about the product.

a "niagara" of merchandising information

Fourteen trade directories... in continuous preparation... provide a "Niagara" of merchandising facts and data augmenting the flow of vital information delivered by the editorial staffs of the 9 Haire Merchandising Papers.

This constant research on products and sources... gathering of trade statistics... compiling of trade marks and brand names... produces a wealth of basic data to support the authority of the Haire Merchandising Papers.

That's why advertisers in each market pick the Haire paper in that field as the authority for reaching active buyers.



HAIRE

MERCHANDISING PAPERS

HAIRE PUBLISHING COMPANY
1170 Broadway, New York 1, N. Y.

New York • Boston • Pittsburgh • Chicago
Detroit • St. Louis • Los Angeles • Atlanta • London

New Books for Marketing Men

Pitfalls To Avoid in Labor Arbitration. Prepared and published by National Foremen's Institute, Inc., Deep River, Conn. Price \$5.00.

Outside the frame of our judicial system is a network of *ad hoc* courts which sit on labor disputes. They use no jury and derive their powers from the parties to be judged. Neither counsel nor judges must be lawyers. When more than one judge presides, some are selected as partisans. The process is known as arbitration.

These extra-legal courts are powerful. On their decisions rest each year thousands of awards of overtime pay, resolutions of grievances, safety and health factors, and often entire collective bargaining agreements. Because arbitration is such a flexible procedure, unbound by courtroom convention, it is for management a no man's land. The appeal to a disinterested third party in the settlement of labor disputes has become the main method of avoiding strikes. But if management is to avoid getting it in the neck every time, it must learn the ins and outs of arbitration.

It pays to advertise in
NASHVILLE
-a \$600,000,000 market



NASHVILLE
City Zone Population
266,505

One of the nation's first 50 markets

Nashville Banner The Nashville Tennessean
EVENING MORNING SUNDAY
NEWSPAPER PRINTING CORPORATION, AGENT
Represented by The Branham Company

This guide makes a concrete contribution to an under-explored subject. It discusses the presentation of the management case, emphasizes the importance of preparation and the type of advocate to be selected, and sets forth successful clauses providing for arbitration in the bargaining agreements themselves. Labor in the past has found itself more adept in the use of arbitration machinery than management whose medium has been standard courtroom tactics. If management would right the balance, it will carefully consult works like these.

The Basis and Development of Fair Trade. Published by The National Wholesale Druggists' Association, New York City. Price \$5.00.

The prospect of keen competition and its attendant evil of price warfare has again set the fair trade pot aboiling. Manufacturers are wondering how to fair trade most effectively, how to stay legal, how to sell consumers on the idea, and how to win dealer cooperation.

The N. W. D. G. A. has answered all comers with a definitive treatment, complete with a consideration of the theory behind the Acts, how they work in practice, correlation of the various state laws, and the Acts in the courts. There should no longer be any doubts about any phase of the subject. You don't need to be a demon on cases or a legal expert to understand just what it's all about. A keen interest in the subject is the only equipment required.

How To Run Better Sales Contests, by Zenn Kaufman. Published by Harper & Bros., New York City. Price \$3.50.

A sales contest is like a mule. Either it kicks you or it carries you. Increased sales alone are not proof that a contest has been successful. Does the spurt continue after the contest has ended? Are the men looking forward to the next contest? Is there any resentment of unfairness? Are contest orders later cancelled?

The sales manager who adopts such a tricky beast of burden must copy the mule skinner and study his subject. In Mr. Kaufman's book he can learn the gaits. It's no cinch. In fact, a good contest needs as much care as a good pay plan, even though it's only temporary. It must have a well defined play aspect and provide relief from the work routine. There must be a chance for everybody to win, middle and low men as well as stars. That means an ingenious scoring system which must, at the same time, be tied to the theme of the contest. Showmanship, in the choice of theme, its exploitation and follow-up, supplies the bang, and if salesmen get a real bang out of a contest, the sales manager has rung the gong.

Better Sales Contests is honest. It does not pretend to give the answers. But it does give enough technique buttressed with pages of actual example for the sales manager to come up with answers of his own.

SALES MANAGEMENT

Media and Agency News

NEWSPAPERS

First Thursday in November saw the *New York World-Telegram* top its own records with the largest volume of food advertising in its history—more than 60 columns, 18,000 lines. The newspaper's volume of total national advertising, over 38,000 lines, was also a record. Food advertising, which has bulked higher in the *World-Telegram* for over 10 years than in any other New York newspaper, morning, evening or Sunday, comprises an average of 25% of its general advertising—exclusive of automotive. Using food and recipe features—always high raters in copy surveys—the *World-Telegram*, since its beginning, has built housewife readership. Food manufacturers capitalize on that interest and find additional value in the newspaper's Grocery Products Inventory, a public relations service which has been continuing since the fall of 1939.

"Paying \$430,000 for its experience" is how the *Philadelphia Record* dramatizes promotion of results gleaned from nine consecutive ad-less days during September when an acute paper shortage forced omission of all daily and Sunday advertising. Circulation remained constant. Other newspapers in the city continued to carry advertising. But analysis of

Federal Reserve department store and women's apparel store indexes for Philadelphia reveals that retail sales fell off sharply in relation to district



LAURENCE T. KNOTT . . . is named to succeed Wallace-Brooks, who has resigned, as the advertising director of *The Chicago Sun*.

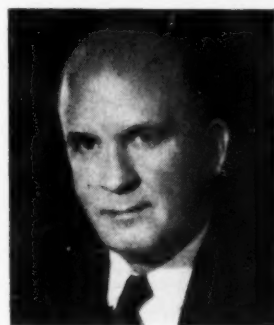
sales during this period. The following week both indexes bounced back into normal relationship with the rest of the district when the *Philadelphia Record's* 600,000 Sunday readers and 300,000 daily readers were no longer cut off from normal exposure to retail advertising. Probably never before has so complete and stringent a test been conducted, though perforce, of any medium's advertising power in direct relation to resultant sales.

"Fifty Fighting Years," a booklet

which tells the story of the *New York Journal-American*, is being distributed, coincident with the newspaper's fiftieth anniversary. A historical outline of the newspaper's fighting campaigns is presented in the booklet which is illustrated with old photographs, cartoons, and drawings. Included are reproductions of the first color features and editions used in New York. The first colored comic section, the first music sheet and first dress pattern to be given away by a newspaper, "Cuban Sketches" by Frederic Remington, and a special Grant's Tomb supplement have been included in the booklet.

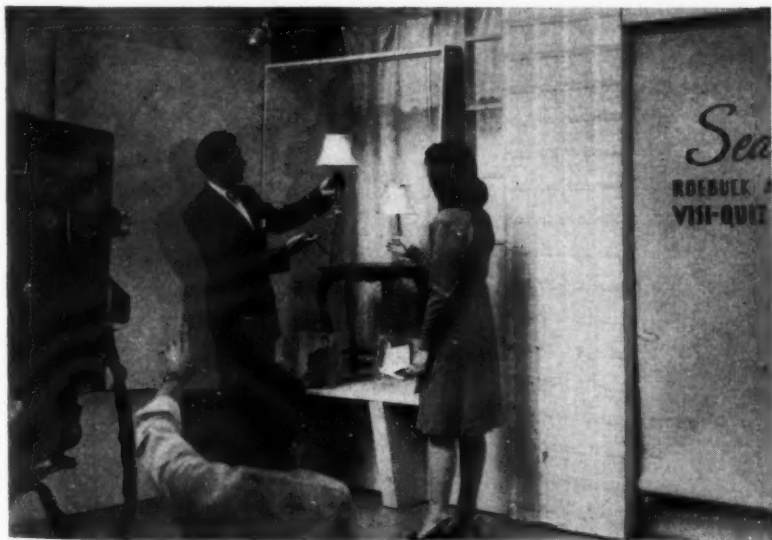
MAGAZINES

Thirty of the country's leading magazines are helping launch the Third Annual Sister Kenny Fund by allocating thousands of dollars in advertising and editorial space to inform their more than 21,000,000 readers of the work of the Sister Kenny Foundation. The direct result of an appeal made to publishers by Kenneth M. Friede, general manager of Triangle Publications and chairman of the Fund Appeal's magazine division, the campaign includes advertisements, editorials and features in the November and December issues of the publi-



THOMAS J. COCHRANE . . . is named advertising manager of *The News*, New York City, succeeding the late Harold B. Sherwood.

cations. Fifty percent of the proceeds from the drive will go to the Sister Kenny Foundation at Minneapolis for treating children with Polio, to train nurses in the Sister Kenny method, and to enlarge the Foundation's facilities for caring for the sick. Fifty percent will remain in local communities to be used in establishing local Kenny clinics and to be used by local medical authorities in treating the afflicted. Among the publishers who have pledged their support by allotting space are: Ideal Publications, Dell Publishing Co., *Cue Magazine*, *Liberty*, *Photoplay*, Macfadden's Women's Group, Hillman Periodicals, *Better Homes and Gar-*



WINNING . . . Sears Roebuck and Co. merchandise in first television commercial to be network-originated from Philadelphia, Philco Station WPTZ, relaying to WNBT in New York City and WRGB in Schenectady, New York.

Courtesy of
The Andrew
Jergens Co.
• Agency:
Lennen
and
Mitchell

**"THE
JERGENS-WOODBURY
SERVICE PLAN"**

★

**CUSTOM
BINDING
BY SLOVES**

another

★ **STAR SALESMAN**
for Jergens' special Service
Plan is this easel binder of
bright red paperboard, bound
with smooth bands of black
CERCLA. Ask to see these sales
aids by Sloves.

SLOVES
mechanical binding co. inc.
121 Varick St. • New York 13
'Phone WALKER 5-0304

LOOSELEAF SWING-O-RING MULT-O CERCLA
CERLOX COILED WIRE SPIRALPLASTIC POST

FOOD NEWS MEANS

"WEEK OF THE PEAK"

MONEY Made and Saved

When a vegetable or fruit
reaches its seasonal peak in qual-
ity, quantity and economy, The
Dallas Times Herald picks it out
of the orchard and the garden,
and presents it as a weekly
feature in the food section. This
unique Timed Food News feature
—a guide to housewives in pre-
paring nutritious, attractive, eco-
nomical meals, and an aid to the
merchant in making extra sales—
is found only in the pages of The
Dallas Times Herald.

**THE DALLAS
TIMES
HERALD**

DALLAS' GREATEST NEWSPAPER
Represented by
THE BRANHAM COMPANY



WALTER E. WAGSTAFF . . . newly elected chairman of the Advertising Association of the West, and general manager of KIDO, Boise, Idaho, views Sun Valley, convention headquarters for an expected 600 delegates next June.

dens, Fawcett Publications, Conde Nast Publications, *Child Life*, *American Home*, *Look*, and Triangle Publications.

"Informing the few, to influence the many" is how *The Atlantic Monthly*, in reporting a recent survey, suggests that advertising may enlighten and inform the public about policies and purposes of a business, as well as aid in the sale and distribution of its products. The magazine employed an independent, accredited research group to conduct the survey of its readers. The survey indicates that

the *Atlantic* audience is an extremely articulate group. Four out of ten readers have written articles for publication; five out of ten write letters to editors and Congressmen; seven out of ten are accustomed to making talks before groups of people. Further, a high percentage are members of civic, social, and educational groups; one out of four has had five or more years of college training; the annual family income of one out of four is \$10,000 or more. A resume of this survey of the *Atlantic's* 321,000 readers has been published in booklet form and is being distributed among advertisers and agencies.



TIMED SIGN . . . For Gruen in New York City is being viewed by (L. to R.) John J. McCarthy and J. M. Jones of McCann-Erickson, Inc.; S. C. Gershey, vice-president and sales manager of Gruen Watch Co.; Douglas Leigh, sign-maker; Benjamin S. Katz, president of Gruen; Stanley V. MacArthur, Leigh vice-president.

SALES MANAGEMENT

↓

WANT QUALIFIED LEADS?
Reply-O Letter is good for that!

Insurance companies, industrial concerns, manufacturers, service organizations, use Reply-O-Letters to keep their salesmen supplied with qualified leads. Reply-O-Letter knows how! What are your needs?

REPLY-O LETTER

YOUR Letterhead
ANY TOWN, U.S.A.

THE REPLY IS "IN" YOUR LETTER

Write to **THE REPLY-O PRODUCTS CO.**
150 West 22nd Street, New York 11

56.8%

IN THE BIG 6

● Among ALL 6 of Buffalo's downtown, Main Street department stores, 58.8% of the 1945 advertising lineage appeared in the *Courier-Express*.

Individual figures were:

Store	Percentage
A	56.3%
B	50.0%
C	55.6%
D	76.8%
E	58.8%
F	42.4%

These stores know what makes customers buy. You can take their word for it... in Buffalo

You Need the
Buffalo Courier-Express
Buffalo's Only Morning and Sunday Newspaper

NOVEMBER 20, 1946

Varsity, edited for boys from 14 to 19 is the new magazine to be published by The Parents' Institute, Inc. Specifically edited for the high school and young man market, *Varsity's* first issue will be dated April, but will go on sale February 15, 1947. It will be published every other month at first. Each issue will feature articles on sports and adventure, mystery and detective stories, and will have photographic pages of the new Hollywood starlets. There will be features giving young men counsel on the kinds of clothes and accessories to wear on various occasions. Advertising rates are based on a guarantee of 250,000 net paid yearly average. *Calling All Boys*, also published by The Parents' Institute, Inc., continues, and is edited for boys 9 to 14. Its contents will be little changed. Circulation



ROBERT H. OTTO . . . president of Robert Otto & Associates, Inc., new 1947 export advertising agency.

guarantee remains the same and publication is still bi-monthly.

The print order for December editions of *Popular Science Monthly* is 1,273,400, largest in the publication's 74-year publishing history. Based on return percentages of current issues, it is estimated that the total December sales will exceed 1,200,000. The regular edition of the magazine will distribute 1,013,400 copies, 712,000 via newsstands. The high school edition consists of 240,000 and the Special Overseas edition, 20,000.

OUTDOOR

Fifty-six plants participating in Standard Outdoor Advertising, Inc., a network of poster advertising companies extending across the country, have voted to establish a three-year business expansion program to cushion the shock of changing conditions ahead. Adopting a code of operational practices which sets policy on the location and maintenance of more than 50,000 poster panels, the network will initiate immediate action



"BETTER THAN AVERAGE"

A Prosperous Market

McLean County, center of *Pantagraph Land* . . . \$43,586,000 in retail sales* . . . \$670 per capita (U. S. average is only \$579*) . . . net effective per family buying power \$3,887* (\$274 higher than the U. S. average) . . . greatest farm wealth in Illinois, \$40,793,000 gross . . . a much better-than-average market that is included in the select 620 counties in the United States which contain 80% of your sales potential.

The Daily Pantagraph . . . read by 93% in affluent Bloomington . . . 86% in rich McLean County . . . 73% in the trading zone that includes portions of eight adjacent, equally well-to-do counties . . . the *first* — in fact, *only* — way to reach this exceptional market.

* Copr. 1946, Sales Management Survey of Buying Power; further reproduction not licensed.

FOR 100 YEARS



HAGSTROM'S MARKET ATLAS

OF THE
UNITED STATES

48 STATE MAPS and
48 DATA SHEETS
in a
17"x22" LOOSE LEAF
HEAVY HEINN BINDER



F.O.B.
20 VESEY ST., N. Y.

SEE YOUR MARKETS - AT A GLANCE

Full size section
of Market centers

Advertising and Sales executives can now easily locate all worthwhile urban markets in HAGSTROM'S MARKET ATLAS of the UNITED STATES—another HAGSTROM exclusive—48—3 color State Market Maps with cities of over 250 population. Cities of 1,000 and over are indicated by circles of varying sizes—the larger the circle—the greater the city population. 48 State Data Sheets contain detailed census statistics, market indices, consumer purchasing power etc.

COMPLETE MARKET ATLAS\$34.50*

HAGSTROM'S MARKETING CENTERS MAP—Map No. 240M—Similar to the Marketing Atlas with cities of 2,500 population and over, 3 colors 54" x 41". Each\$6.00*

Send for a complete listing of Hagstrom's fine Commercial Maps.

HAGSTROM COMPANY

MAP MAKERS

INCORPORATED

MAP PUBLISHERS

F.O.B.
20 VESEY ST.
NEW YORK

20 VESEY STREET

NEW YORK 7, N. Y.

on a long-range sales promotion activity that will include a continuing study of its 1,600 markets and a running record of space availability in the markets. Cy Coggins, former sales promotion manager of General Outdoor Advertising Co. and recently returned from service in the Army, has been named vice-president in charge of the program.

More than 200 New York advertising and agency executives recently witnessed at the Waldorf-Astoria Hotel, the first showing of a new outdoor advertising medium which combines high visibility with a considerable degree of flexibility. Known as "Spectacular," the device projects full-color Kodachrome images onto a plastic, weatherproof screen. The projector operates automatically in cycles from 12 to 72 slides. Size of the seamless screens may range up to 60



NATHAN A. TUFTS . . . joins W. Earl Bothwell as head of the agency's new West Coast branch.

parade
"PICTURE
POWER"
MEANS MORE
POWER
TO YOU!

PARADE The Sunday Picture Magazine . . . 3,700,000 . . . 21 key markets

by 40 feet. With 5,000-watt illumination, "Spectacular" is said to be visible up to four miles. Copy is projected from 3¼ by 4 inch Kodachromes, and makes possible changes within a few minutes. Participating sponsorship by different advertisers is a suggested use. In charge of the new medium are Jacques DunLany, outdoor advertising consultant and former chief of OWI Graphics Bureau; Jack Latham, former president of American Cigar and Cigarette Co.; Lyman Emerson, West Coast advertising photographer. Mr. DunLany stressed the effectiveness of the medium in connection with food copy, where the full color reproduction achieves high appetite appeal. He also cited applications for "Spectacular" as a point-of-sale merchandising device in department stores and other indoor areas.

TELEVISION

First advertiser to sponsor a network television program on a com-

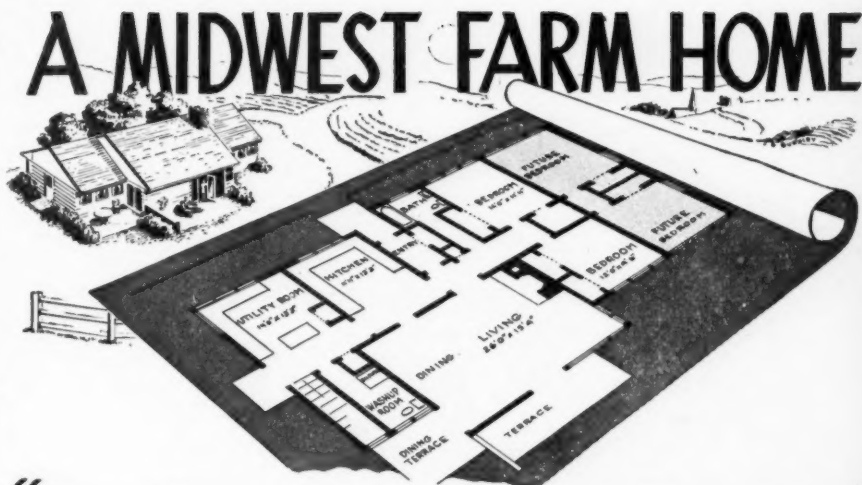
SALES MANAGEMENT

mercial basis is Bristol-Myers Co., whose program, "Geographically Speaking," was telecast over the NBC television network last month. The firm, which sponsors the program featuring Mrs. Carveth Wells every Sunday night, established the precedent when its program was televised by NBC's station WNBT in New York City and relayed to Philco's station WPTZ in Philadelphia on a commercial basis. Following the Bristol-Myers Co. was Standard Oil Company of New Jersey, sponsor of the Esso Television Reporter, which telecasts commercially on the network on Thursday evenings. Another sponsor on NBC Television to become a regular network advertiser is the Firestone Tire & Rubber Co., which has started telecasting on Mondays. Programs are sent from New York City to Philadelphia by radio relay.

The American Broadcasting Co. is preparing a new series of television programs titled "Video Reports to America," to be aired over five video outlets early in December. The new series will be done on 35mm film with sound track added to bring to the television audience a pictorial review of important social and economic problems currently facing the American people. The first such problem to be tackled by ABC will be a documentary report on the reasons for the delay of automobile production. ABC camera crews will move into automobile plants in Detroit, Flint, and Pontiac, in addition to traveling to the various sources of supply to provide a first-hand pictorial report on the production troubles of the industry. The film is being prepared in cooperation with the Automobile Manufacturers Association. Housing in the U. S., The American Merchant Marine, Labor & Management, Politics & Politicians, Public Health and Who Is Responsible For It, are among the topics picked by ABC for future documentary treatment. The new television reports will be aired over outlets in New York City, Washington, D. C., Schenectady, N. Y., Philadelphia and Chicago.



NOVEMBER 20, 1946



"The House We Planned Together"

For years farm women have been saying, "Why doesn't someone design a home for the farm? After all, city plans don't answer the needs of farm families." The plan we show you is that answer—developed by the Home Editors of the Midwest Farm Papers—plus a carefully chosen panel of farm women—plus an expert architect. That is why it is called "the house we planned together."

The plan is geared to meet the special needs of farm living. The "front door" is on the drive at the side—no longer need everyone who comes to the house trail through the kitchen. There is a washroom near the back door where men can wash up and leave their work clothes. There are loads of closets and plenty of other storage space. The service room is on the first floor and there is semi-separate eating space in the kitchen with more formal eating space in the end of the living room. With acres and acres of land, the farm house can spread out sidewise—no need to save ground space by putting the laundry in the basement and the bedroom upstairs. The long, low lines tie the house to the ground so that it looks as though it really belongs.

This home plan is part of a huge farm home planning project being extensively publicized in all Midwest Farm Papers. Your product that goes into farm homes will find a ready tie-up with this vitally needed and enthusiastically received service to farm families.

ONE DOLLAR is all we charge subscribers for a complete set of Blue Prints and Specifications.



*The Farmer Wisconsin Agriculturist & Farmer Prairie Farmer
Nebraska Farmer Wallaces' Farmer & Iowa Homestead*

FARM PAPER UNIT

NEW YORK 17 250 Park Ave. CHICAGO 2 6 N. Michigan Ave. DETROIT 2 542 New Center Bldg. SAN FRANCISCO 4 Russ Bldg. LOS ANGELES 14 645 S. Flower St.

Promotion

Middle West Circulation

The *Minneapolis Star and Tribune* has a new Circulation Data Booklet, which presents an analysis of these newspapers' circulation coverage by counties, cities and towns for Minnesota, North Dakota, South Dakota and western Wisconsin. The booklet is rendered more useful through the inclusion of helpful figures and multi-colored maps. The four-year circula-

tion increase of the two papers is also shown. Write Clayton Liszy, the *Minneapolis Star and Tribune*.

Seven Keys to ABC

Time buyers throughout the country have received a gold envelope to which is attached a key ring holding "ABC's 7 Keys to America's Great Markets." ABC will supply anyone else interested with the presentation. The envelope contains current rate cards for the seven ABC key stations. All the rate cards are arranged identically (station's rates by time of



ABC STATIONS are presented to time buyers via a key ring of rates and information.

day) as to subject matter. Back covers are given over to participating programs and general information such as discounts and service facilities. Write American Broadcasting Co., Rockefeller Plaza, New York City.

"Going Forward with Radio"

KDKA, Pittsburgh, is offering an interesting promotion piece, "Going Forward With Radio," designed to better acquaint its readers with the Westinghouse Radio Stations' artists, programs and facilities, and to provide a quick but interesting backward glance at the history of radio.

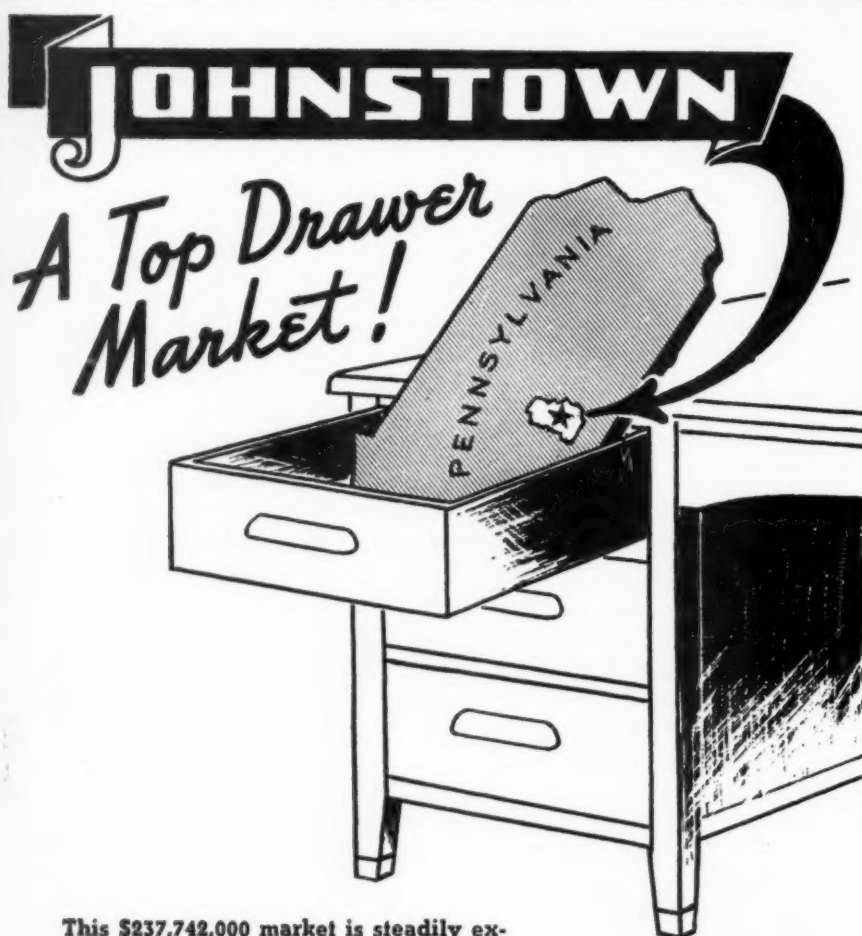
Today's Woman at Home

Today's Woman is justly proud of its book-within-a-book, "Today's Woman at Home," a feature of each of its issues. This special section contains beauty, homemaking, sewing and other special features. To present it to an audience which does not see *Today's Woman*, the magazine has gathered together several of the unbound pages from the October section and offers them to writers-in. The magazine carried more editorial pages of service material for the first eight months in 1946 than its three leading competitors, it announces.

Two from NBC

To clear up some of the public misunderstandings and misapprehension regarding television, NBC has prepared two booklets, "Television Talk," and "NBC Television." The former is "a pocket-size glossary of television engineering and production terms, designed for ready-reference by television broadcasters," while the latter is a guide to commercial production procedure. Each is worth your while. Write the company, Rockefeller Plaza, New York City.

SALES MANAGEMENT



This \$237,742,000 market is steadily expanding and Buying Incomes and Sales are increasing.

Johnstown's two Basic industries—Steel and Coal—are modernizing and enlarging and secondary industries are following the lead.

Let 61,221 Johnstown Tribune and Johnstown Democrats be your salesman in this "Top-Drawer" Market.

WESTERN
PENNSYLVANIA'S
SECOND
METROPOLITAN
DISTRICT

The Johnstown Tribune *The Johnstown Democrat*

EVENING

MORNING